

# Modulhandbuch

## Aviation Management (B.A.)

## Aviation Management – dual (B.A.)

Stand: 15.09.2025

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# I. Allgemeiner Teil

## Einleitung

Aus Gründen der besseren Lesbarkeit wird auf die gleichzeitige Verwendung männlicher, weiblicher und diverser Geschlechtsformen im Text verzichtet. Sämtliche Personenbezeichnungen gelten gleichermaßen für alle Geschlechter.

Wenn nachstehend im Allgemeinen Teil und bei den Modulbeschreibungen der Begriff "Unternehmen" verwendet wird, um umständlichen Formulierungen zu vermeiden, können damit auch andere Institutionen (z.B. Ministerien, Verbände, Nichtregierungsorganisationen) gemeint sein.

## 1. Allgemeine Studienziele/ Qualifikationsziele

Im Studiengang »Aviation Management« soll durch die Vermittlung aktueller und praxisorientierter Inhalte auf akademischem Niveau sowie der Förderung von Schlüssel- und Managementkompetenzen die Beschäftigungsfähigkeit der Absolventen gewährleistet werden. Die Studierenden sind mit erfolgreichem Abschluss des Studiums in der Lage, Fach- und Führungsfunktionen bei in- und ausländischen Unternehmen und Institutionen der Luftverkehrsbranche, aber auch solchen entlang der Wertschöpfungskette der Tourismusindustrie oder in internationalen Unternehmen verschiedener Branchen zu übernehmen. Der Studiengang »Aviation Management« vermittelt den Studierenden die hierfür erforderlichen Kenntnisse betriebswirtschaftlicher und luftverkehrsbezogener Methoden und Konzepte sowie die für das Management relevanten Schlüsselqualifikationen. Die Lehrinhalte und Veranstaltungsformen des Studiengangs dienen dem Ziel, den Studierenden ein breites und integriertes Wissen und Verstehen der wissenschaftlichen Grundlagen des Lerngebietes auf dem aktuellen Stand der Forschung zu vermitteln. Die Studierenden werden befähigt, praxisbezogene Problemstellungen zu erkennen und zu lösen. Darüber hinaus sollen die Absolventen in die Lage versetzt werden, sich auch nach dem Studienabschluss selbständig neues Wissen und Fähigkeiten anzueignen (Methodenwissen).

Das Studiengangskonzept orientiert sich an Qualifikationszielen. Diese umfassen fachliche und überfachliche Aspekte und beziehen sich insbesondere auf die Befähigung, eine qualifizierte Erwerbstätigkeit aufzunehmen, dienen aber auch der Persönlichkeitsentwicklung und der Befähigung zum gesellschaftlichen Engagement.

Die fachlichen Qualifikationsziele umfassen neben dem Erwerb von Fachwissen auch den Erwerb von Sprachkompetenz in englischer Sprache. Die Absolventen des Bachelorstudienganges »Aviation Management« kennen wissenschaftliche Grundlagen und verfügen über praktische Fähigkeiten in einzelnen Bereichen der Luftverkehrsbranche. Die Absolventen können Kenntnisse über die Luftverkehrsbranche anwenden. Auf der Grundlage des erworbenen Wissens ordnen sie Sachverhalte und Themengebiete fachgerecht ein und können diese unter Anwendung geeigneter Methoden analysieren. Die Absolventen beherrschen die englische Sprache auf dem Niveau C1, gemäß dem Europäischen Referenzrahmen.

Im Hinblick auf die überfachlichen Qualifikationsziele erwerben die Studierenden die Fähigkeit zu selbständigem und kritischem Denken. Sie lernen eigene und fremde Ideen und Argumentationen konstruktiv zu hinterfragen und sind in der Lage, Sachverhalte zu verknüpfen. Die Studierenden lernen, sich in vorher unbekannte Themenbereiche einzuarbeiten und sich Informationen zu einem begrenzten Themengebiet selbständig durch Recherche anzueignen,

dieses strukturiert aufzubereiten und in geeigneter Form sowohl schriftlich als auch mündlich zu präsentieren. Die Absolventen sind in der Lage, für die Präsentation adäquate Medien auszuwählen und einzusetzen. Die Studierenden erwerben die Fähigkeit, eigene Arbeitsprozesse selbständig und termingerecht zu organisieren, sie sinnvoll zu strukturieren und zielgerichtet auszuführen. Die Diversität der Studierenden im englischsprachigen Studiengang »Aviation Management« befähigt die Studierenden, sich in fremde Kulturen hineinzudenken und im interkulturellen Kontext der globalen Luftverkehrsbranche zu kommunizieren und flexibel zu handeln. Die Diversität der Studierenden im Studiengang trägt zu deren Offenheit für gesellschaftliches Engagement bei. Durch die durchgängige englische Unterrichtssprache ist der Studiengang grundsätzlich stärker als deutschsprachige Studiengänge für Bewerber mit Migrationshintergrund sowie für Bewerber aus dem europäischen und außereuropäischen Ausland attraktiv. Das führt zu einer Durchmischung der Studierenden im Hinblick auf Nationalitäten, Religion, Alter oder sozioökonomischen Status, und damit zu vielfältigen Erfahrungen, Perspektiven und Handlungsmöglichkeiten zu Fragen der Nachhaltigkeit, der Umwelt und des ethischen Wirtschaftens. Die Diversität der Studierenden erzeugt ein Lernumfeld, das unmittelbar zum Kompetenzerwerb interkultureller Fertigkeiten wie etwa interkulturelle Kommunikation, Verhandlung, Konfliktlösung beiträgt, aber auch zu einem Gefühl für soziale Verantwortung, ethische Sensibilität und Toleranz.

Das Studiengangskonzept ist auf die Befähigung der Studierenden zum gesellschaftlichen Engagement innerhalb der Hochschule, in der Region um die Stadt Worms sowie auf nationaler wie auf internationaler Ebene ausgerichtet. Die Studierenden werden motiviert, schon während des Studiums in sozialen und politischen Zusammenhängen tätig zu werden, beispielsweise innerhalb der Hochschule in der Mitwirkung in den demokratischen Institutionen und Gremien der studentischen und /oder akademischen Selbstverwaltung. Die tatsächliche Mitbestimmung soll den Studierenden die Bedeutung von zivilgesellschaftlichem Engagement in ihrer direkten Umgebung verdeutlichen und sie motivieren, ihre Meinung aktiv und konstruktiv einzubringen und sich auch nach dem Studium zu engagieren.

Die Lehrenden des Studiengangs sind aufgefordert, Handlungsfelder, Möglichkeiten und die Bedeutung zivilgesellschaftlichen Engagements im Rahmen des Curriculums zu thematisieren. Die Studierenden sollen dazu motiviert werden, den Einsatz ihrer im Studium erlangten professionellen Handlungs- und Urteilsfähigkeit in Bezug auf interdisziplinäre Fragestellungen und Interkulturalität nicht auf das berufliche Handlungsfeld zu begrenzen, sondern auch darüber hinaus zivilgesellschaftlich einzusetzen.

Nachhaltigkeits- und Umweltthemen sind regelmäßig Gegenstand der Praxisphasen der Studierenden (d.h. in den »Management in Practice«-Modulen). Wer heute für eine Fluggesellschaft oder einen Flughafen arbeitet, ist nahezu durchgängig bei Unternehmen beschäftigt, die sich selbst als Corporate Citizen sehen und sich wie Bürger - nur in organisierter Form - in der Bürgergesellschaft engagieren. Corporate Citizenship ist dabei analog zum Engagement von Bürgern freiwilliges gesellschaftliches Engagement. Oft kommt es während der Praxisphasen zu einer aktiven Mitarbeit der Studierenden in Corporate Citizenship-Projekten. Die dabei gewonnenen Erfahrungen werden in den obligatorischen Praktikumspräsentationen mit den Kommilitonen geteilt.

Nachstehend werden drei Basismodule im Curriculum genannt, bei denen die Studierenden Kompetenzen erwerben, welche im Sinne des zivilgesellschaftlichen Engagements interpretiert werden können:

- BAA 23 Air Transportation Policy and Law: Hier werden u.a. Regulierungsmaßnahmen im Luftverkehr vor dem Hintergrund gesellschaftlich geteilter Werte und Normen erörtert und dabei auch Bezüge zu historischen und aktuellen Ereignissen und Entwicklungen hergestellt. Auch wird ein Kompetenzerwerb für kritische Argumentationstechniken

zu gesellschaftlich relevanten Fragestellungen im Hinblick auf die eigene Gesellschaft als auch in Bezug auf die europäische Gemeinschaft gefördert.

- BAA 30 Sustainable Aviation: Hier werden professionelle Fähigkeiten, methodische Kompetenzen sowie die Befähigung der Studierenden zum gesellschaftlichen Engagement bei Nachhaltigkeits- und Umweltthemen gefördert. Der Syllabus beinhaltet u.a. die Umweltauswirkungen des Luftverkehrs („Greenhouse gases“ (GHGs), Schadstoffe, Lärm), politische Instrumente für den Umweltschutz, Normen, Anreize, Emissions Trading System (ETS), Flächennutzungsplanung sowie aktives Umweltmanagement bei Fluggesellschaften und Flughäfen.
- BAA 51 Human Resources Management and Organisational Development: Hier geht es u.a. um Kompetenzerwerb zu gesellschaftlich geteilten Werten und Normen. Wichtiger Modulinhalt ist ethisches Verhalten im persönlichen, beruflichen und öffentlichen Leben im Hinblick auf eine Reflexion von politischen, sozialen, kulturellen Ereignissen sowie die Fertigkeit, ethische Konsequenzen abzusehen. Zum Syllabus-Plan des Moduls gehören auch der Erwerb von Kenntnissen und Fertigkeiten in verschiedenen Kommunikations-, Kooperations- sowie Konfliktsituationen sowie die Bereitschaft, sich auf diese Situationen einzulassen.

## **2. Zulassungsvoraussetzungen**

Über die in § 6 RPO geregelten Zugangsvoraussetzungen hinaus gelten folgende weitere Zugangsvoraussetzungen:

1. Studienbewerber müssen bis zum Ende des ersten Studienjahres nachweisen, dass sie über Kenntnisse in der Pflicht-Fremdsprache Englisch verfügen. Nachzuweisen ist mindestens die Niveaustufe B2 des Gemeinsamen Europäischen Referenzrahmens für Sprachen. Der Nachweis kann durch Bestehen der Prüfung im Modul BAA 14 erfolgen.
2. Die Einschreibung in den Bachelorstudiengang Aviation Management – dual, setzt einen wirksamen abgeschlossenen Studien- und Ausbildungsvertrag zwischen einem Verbundpartner, mit dem die Hochschule Worms einen Kooperationsvertrag unterhält und der einzuschreibenden bzw. eingeschriebenen Person voraus.

## **3. Modularisierte Studiengänge – Modulprüfungen**

Der Bachelorstudiengang »Aviation Management« ist in Modulen organisiert. Unter Modulen versteht man in sich abgeschlossene Lehr- und Lerneinheiten, die aus mehreren inhaltlich aufeinander bezogenen Lehrveranstaltungen (z. B. aus Seminaren, Vorlesungen, Übungen) bestehen.

In jedem Modul werden bestimmte fachspezifische und/oder berufsbezogene Qualifikationen vermittelt. Am Ende eines jeden Moduls steht eine Modulprüfung, in der festgestellt wird, ob die vorgesehenen Studien- und Qualifikationsziele erreicht wurden. Die Ergebnisse der Modulprüfungen werden bewertet und fließen in die Abschlussnote (siehe Prüfungsordnung) ein.

Die Modulbeschreibungen im fachspezifischen Teil informieren über die Qualifikationsziele und Inhalte der einzelnen Module, über die zugehörigen Lehrveranstaltungen und über die jeweilige Modulprüfung.

#### **4. Erwerb von Leistungspunkten (im ECTS)**

In allen Bachelorstudiengängen werden mit Bezug auf das effektive Arbeitspensum (Workload) der Studierenden Leistungspunkte (Credit Points) nach dem European Credit and Transfer and Accumulation System (ECTS) vergeben. Die Leistungspunkte (Credit Points) drücken aus, wie viel Zeit Studierende im Durchschnitt aufwenden müssen, um die vorgeschriebenen Qualifikationsziele des jeweiligen Studienabschnittes zu erreichen. Dabei zählt nicht nur die Zeitspanne, die Studierende in Lehrveranstaltungen verbringen (Präsenzstudium), sondern auch der Arbeitsaufwand, der für die Vorbereitung und für die Nachbereitung einer Lehrveranstaltung sowie für die Vorbereitung auf Prüfungen notwendig ist.

Bei der Bestimmung der Leistungspunkte gilt folgende Regel: 30 Stunden studentische Arbeitszeit ergeben einen Leistungspunkt. Der Arbeitsaufwand für ein Studienjahr wird in ganz Europa mit insgesamt 60 Leistungspunkten veranschlagt. Das entspricht einem Workload von etwa 37 bis 40 Stunden pro Arbeitswoche. Im siebensemestrigen Studiengang Aviation Management müssen insgesamt 210 Leistungspunkte erworben werden. Nähere Bestimmungen zur Vergabe von Leistungspunkten der einzelnen Module finden sich im fachspezifischen Teil des Modulhandbuches.

## II. Fachspezifischer Teil

### 1. Study Plan

Modulbezeichnung	Nr.	Lehrveranstaltungen	Art	Sem	Prüfung	Prüfungsform (Dauer)	Gesamt		Regelsemester LP (SWS)						
							LP	SWS	1.	2.	3.	4.	5.	6.	7.
Basismodule 127 LP (Pflicht)															
Introduction to Business Administration	BAA 10	V (4 SWS)	P	1	PL	K (120 min)	5	4	5 (4)						
Introduction to Economics	BAA 11	V (4 SWS)	P	1	PL	K (120 min)	5	4	5 (4)						
Introduction to Tourism and Travel Management	BAA 12	V (4 SWS)	P	1	PL	K (120 min)	5	4	5 (4)						
Introduction to Aviation Management	BAA 13	V (4 SWS)	P	1	PL	K (120 min)	5	4	5 (4)						
Business English	BAA 14	V (4 SWS)	P	1	PL	K (120 min) + Präs. (25–30 min)	5	4	5 (4)						
Analytical Methods	BAA 15		P	1	PL	K (120 min)	5	4	5 (4)						
Mathematics	BAA 151	V (2 SWS)	P												
Statistics	BAA 152	V (2 SWS)	P												
Research Methods, Presentation and Soft Skills	BAA 20		P	2			4	4		4 (4)					
Research Methods	BAA 201	V (2 SWS)	P		MTP	HA									
Presentation and Soft Skills	BAA 202	V (2 SWS)	P		MTP	Präs. (20–30 min)									
Financial Accounting and Reporting	BAA 21	V (4 SWS)	P	2	PL	K (120 min)	5	4		5 (4)					
Marketing and Sales Management	BAA 22	V (4 SWS)	P	2	PL	K (120 min)	5	4		5 (4)					
Air Transportation Policy and Law	BAA 23	V (4 SWS)	P	2	PL	K (120 min)	5	4		5 (4)					
Flight Operations	BAA 24	V (4 SWS)	P	2	PL	K (120 min)	5	4		5 (4)					
Sustainable Aviation	BAA 30	V (4 SWS)	P	3	PL	K (120 min)	5	4			5 (4)				
Managerial Accounting and Finance	BAA 31	V (4 SWS)	P	3	PL	K (120 min)	5	4			5 (4)				
Airport Management	BAA 33	V (3 SWS)	P	3	PL	K (90 min)	5	3			5 (3)				
Pricing and Revenue Management	BAA 34	V (3 SWS)	P	3	PL	K (90 min)	5	3			5 (3)				
Airline Business Models and Strategies	BAA 35	V (4 SWS)	P	3	PL	K (120 min ) o. PA	5	4			5 (4)				
Air Cargo and Logistics Management	BAA 40	V (4 SWS)	P	4	PL	K (120 min)	5	4				5 (4)			

Modulbezeichnung	Nr.	Lehrveranstaltungen	Art	Sem	Prüfung	Prüfungsform (Dauer)	Gesamt		Regelsemester LP (SWS)						
							LP	SWS	1.	2.	3.	4.	5.	6.	7.
Network Management and Scheduling	BAA 42	V (3 SWS)	P	4	PL	K (90 min) o. PA	5	3				5 (3)			
Aviation Analytics	BAA 43	V (4 SWS)	P	4	PL	K (120 min) o. PA	6	4				6 (4)			
Information Management and Digital Transformation	BAA 44	V (4 SWS)	P	4	PL	K (120 min)	6	4				6 (4)			
Seminar Aviation Management 1 <sup>23</sup>	BAA 50	S (4 SWS)	P	5	PL	HA + Präs. (20–30 min)	5	4					5 (4)		
Human Resources Management and Organisational Development <sup>2</sup>	BAA 51	V (3 SWS)	P	5	PL	K (90 min)	5	3					5 (3)		
Management Simulation Game	BAA 70	V (4 SWS)	P	7	PL	Präs. (15 min)	8	4							8 (4)
Seminar Aviation Management 2 <sup>3</sup>	BAA 71	S (4 SWS)	P	7	PL	HA + Präs. (25 min) + PR	8	4							8 (4)
Wahlpflichtbereich 20 LP <sup>2</sup>															
Elective Module 1 <sup>2</sup>	BAA 52	V (3–4 SWS) oder S oder V+Ü	WP	5	PL	K (90–120 min) o. HA + Präs. (15 min) o. PA	5	3–4					5 (3–4)		
Elective Module 2 <sup>2</sup>	BAA 53	V (3–4 SWS) oder S oder V+Ü	WP	5	PL	K (90–120 min) o. HA + Präs. (15 min) o. PA	5	3–4					5 (3–4)		
Elective Module 3 <sup>2</sup>	BAA 54	V (3–4 SWS) oder S oder V+Ü	WP	5	PL	K (90–120 min) o. HA + Präs. (15 min) o. PA	5	3–4					5 (3–4)		
Elective Module 4 <sup>2</sup>	BAA 55	V (3–4 SWS) oder S oder V+Ü	WP	5	PL	K (90–120 min) o. HA + Präs. (15 min) o. PA	5	3–4					5 (3–4)		
Praxismodule 51 LP <sup>1</sup>															
Management in Practice 1 – Processes <sup>13</sup>	BAA 25	Pr	P	2	PL	PB + Präs. (15 min)	6	1		6 (1)					
Management in Practice 2 – Interfaces <sup>13</sup>	BAA 32	Pr	P	3	PL	PB + Präs. (15 min)	6	1			6 (1)				
Management in Practice 3 – Case Study in Aviation Management <sup>13</sup>	BAA 41	Pr	P	4	PL	PB + Präs. (30 min)	7	2				7 (2)			
Management in Practice 4 – Advanced Management in Practice	BAA 60		P	6			32								
Advanced Management in Practice – Professional Work <sup>1</sup>	BAA 601	Pr	P		SL			0						28 (0)	
Advanced Management in Practice – Report	BAA 602		P		PL	PB		0						4 (0)	
Bachelorarbeit 12 LP															
Bachelor's thesis	BAA 72		P	7	PL		12	0							12 (0)
Gesamtsumme							210	108–112	30 (24)	30 (21)	31 (19)	29 (17)	30 (19–23)	32 (0)	28 (8)



**Legende:**

P = Pflichtmodul, WP = Wahlpflichtmodul

Sem = vorgesehenes Semester

SWS = Semesterwochenstunde, LP = Leistungspunkte

**Lehrveranstaltungen:** Pr = Praktikum, S = Seminar, V = Vorlesung

**Prüfungen:** PL = Prüfungsleistung, SL = Studienleistung, MTP = Modulteilprüfung, HA = Hausarbeit, K = Klausur, PA = Projektarbeit, PB = Praktikumsbericht; Prés. = Präsentation, PR= Peer-Review

Nach §14 Abs. 7 der RPO legt der Studiengang Aviation Management die weitere Prüfungsform "Peer-Review" fest. Die oder der Studierende fertigt ein 1–2-seitiges Gutachten an und trägt die wesentlichen Punkte unter kritischer Fragestellung in 5–10 Minuten mündlich vor. Im Übrigen gelten die Bestimmungen aus § 14 RPO.

<sup>1</sup> **Kennzeichnung von Praxisphasen.**

<sup>2</sup> **Kennzeichnung von Modulen im 5. Semester, über die die Anerkennung des Auslandssemesters erfolgt.**

<sup>3</sup> **Eine Teilnahmepflicht an 80% der Lehrveranstaltungen gemäß § 26 (2) Nr. 7 HochSchG ist in diesem Modul Voraussetzung zur Lernzielerreichung und Erbringung der Prüfungsleistung. Näheres ist der Modulbeschreibung zu entnehmen.**

## 2. Module Descriptions

Introduction to Business Administration			
Modul-Nr./ Code	BAA 10		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	Introduction to Business Administration		
Trained competencies	Professional Skills Methodological Competence Social Skills Self-competence		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> <li>recognise and articulate fundamental assumptions, ideas and concepts of starting and running a business with regard to following topics: <ol style="list-style-type: none"> <li>External Environment and stakeholders</li> <li>Organisational Structure and Planning</li> <li>Leadership and Management</li> <li>Growth and Globalisation</li> </ol> </li> <li>draw from theories and principles to help solve managerial problems.</li> </ul>		
Syllabus plan	<p>Fundamentals of management and organisations within contemporary society. Introduction to functional areas, management processes, themes and issues within management:</p> <ul style="list-style-type: none"> <li>Business Management <ul style="list-style-type: none"> <li>Nature of business activity</li> <li>Vision/Mission of companies and Stakeholders</li> <li>Leadership and Motivation</li> <li>Growth and Globalisation</li> </ul> </li> <li>Human Resources</li> <li>Marketing</li> <li>Accounting</li> </ul>		
Semester of studies	1 <sup>st</sup> semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	45 h
		Self-study time	105 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	Air Traffic Management – dual (B.Sc.)		
Prerequisites	None		
Module co-ordinator	Prof. Dr. Karsten Benz		
Module lecturer(s)	Prof. Dr. Karsten Benz		
Instruction language	English		

Examination type / requirements for assigning credit points	E-examination (value: 100%)
Duration of examination	120 min
Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	2,58%
Teaching and learning methods	Lectures and tutorials, discussions, reading, script and case studies
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> <li>• Stimpson, P. / Smith, A. (2012) Business and Management</li> <li>• Wild, J. / Wild K. International Business, 2024</li> </ul> <p>Literature recommendations are adapted and customised by the lecturer</p>

<b>Introduction to Economics</b>			
Modul-Nr./ Code	BAA 11		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	Introduction to Economics		
Trained competencies	Professional Skills Methodological Competence		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> <li>• describe fundamental assumptions, ideas and concepts of economics,</li> <li>• use economic theories and principles for solving managerial problems,</li> <li>• identify the effect of different market structures on firm's decision making,</li> <li>• explain the determinants of macroeconomic developments,</li> <li>• demonstrate their economic knowledge with respect to decisions concerning the tourism and transport industry.</li> </ul>		
Syllabus plan	<ul style="list-style-type: none"> <li>• Introduction <ul style="list-style-type: none"> <li>○ Basic questions and concepts</li> <li>○ Economic modelling</li> <li>○ Economic systems and market economy</li> </ul> </li> <li>• Microeconomics <ul style="list-style-type: none"> <li>○ Households</li> <li>○ Firms</li> <li>○ Markets</li> </ul> </li> <li>• Macroeconomics <ul style="list-style-type: none"> <li>○ National Accounting</li> <li>○ Macroeconomic models</li> </ul> </li> </ul>		
Semester of studies	1 <sup>st</sup> semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	45 h
		Self-study time	105 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	Tourism and Travel Management (B.A.) Tourism and Travel Management – dual (B.A.) Aviation Management and Piloting – dual (B.Sc.) Air Traffic Management – dual (B.Sc.)		
Prerequisites	None		
Module co-ordinator	Prof. Dr. Frank Fichert		
Module lecturer(s)	Prof. Dr. Frank Fichert		
Instruction language	English		
Examination type / requirements for assigning credit points	Final written examination (value: 100%)		
Duration of examination	120 min		

Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	2,58%
Teaching and learning methods	Lectures and tutorials, discussions, reading, script
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> <li>• Principles of Economics, N. Gregory Mankiw, most recent edition</li> <li>• Macroeconomics, N. Gregory Mankiw, most recent edition</li> <li>• Intermediate Microeconomics. A Modern Approach, Hal R. Varian, most recent edition</li> </ul>

<b>Introduction to Tourism and Travel Management</b>			
Modul-Nr./ Code	BAA 12		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	Introduction to Tourism and Travel Management		
Trained competencies	Professional Skills Methodological Competence Self-Competence		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> <li>remember the fundamental definitions and the elements of the tourism and travel industry, including the demand side (types of customers and their needs) and the supply side (type of suppliers in the tourism and travel value chain),</li> <li>report the historical aspects of the industry,</li> <li>describe the contemporary trends and underlying factors, the nature of the market and product,</li> <li>explain tourism and travel impacts (political, economic, socio-cultural, technology, environmental).</li> </ul>		
Syllabus plan	<p>This module investigates the structure of the tourism and travel industry. Topics include the demand side (types of customers and their needs, demand influencing factors) and the supply side. This subject investigates the basic operation principles of businesses within the travel sector including travel agents, tour operators, transportation, hospitality, destination management and travel technology companies. Specific issues addressed include the development of travel products, packaging, regulatory requirements, technological options, special interest travel and inter-sectoral conflicts and relationships.</p>		
Semester of studies	1 <sup>st</sup> semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	45 h
		Self-study time	105 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	None		
Prerequisites	None		
Module co-ordinator	Prof. Dr. Roland Conrady		
Module lecturer(s)	Prof. Dr. Roland Conrady		
Instruction language	English		
Examination type / requirements for assigning credit points	Final written examination (value: 100%)		
Duration of examination	120 min		
Examination graded / not graded	graded		

Weighting of the mark within the cumulative grade	2,58%
Teaching and learning methods	Lectures and tutorials, discussions, reading, script and case studies
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> <li>• Evans, N.: Strategic Management for Tourism, Hospitality and Events, 3<sup>rd</sup> ed., London/New York 2019.</li> <li>• Page, S.: Tourism Management, 6<sup>th</sup> ed., London/New York 2019.</li> <li>• Tribe, J.: The Economics of Recreation, Leisure and Tourism, 6<sup>th</sup> ed., London/New York 2020.</li> <li>• UNWTO: International Tourism Highlights, 2020 Edition, Madrid 2021.</li> </ul>

Introduction to Aviation Management			
Modul-Nr./ Code	BAA 13		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	Introduction to Aviation Management		
Trained competencies	Professional Skills Self-competence		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> <li>• recognise and interpret a range of important practical aspects of the aviation industry,</li> <li>• interpret relations of global air transport system structures, key international air laws and policies, and airline commercial operations and their impact on airline economics and finances,</li> <li>• discuss the various factors influencing the global air transport system, the types of and major functions of airports, describe basic principles of airline commercial economics and air cargo management,</li> <li>• identify competing objectives and constraints in the context of the aviation industry,</li> <li>• effectively communicate management ideas and practices in English.</li> </ul>		
Syllabus plan	<ul style="list-style-type: none"> <li>• Basics of commercial aviation: Key players, introduction to air law, deregulation and liberalisation, demand development</li> <li>• Airline management (focus on passenger airlines): Basic terms, traffic figures, key figures of Lufthansa, competitive strategies</li> <li>• Airport management: Basic terms, traffic figures, aeronautical and non-aeronautical business</li> <li>• Air cargo management: Basic terms, differences to passenger business</li> </ul>		
Semester of studies	1 <sup>st</sup> semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	45 h
		Self-study time	105 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	Aviation Management and Piloting – dual (B.Sc.) Air Traffic Management – dual (B.Sc.)		
Prerequisites	None		
Module co-ordinator	Prof. Dr. Richard Klophaus		
Module lecturer(s)	Prof. Dr. Richard Klophaus		
Instruction language	English		



Examination type / requirements for assigning credit points	Final written examination (value: 100%)
Duration of examination	120 min
Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	2,58%
Teaching and learning methods	Lectures, discussions, reading, script and case studies
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> <li>The Global Airline Industry, Peter Belobaba, Amedeo Odoni, Cynthia Barnhart (MIT, 2016)</li> </ul>

<b>Business English</b>			
Modul-Nr./ Code	BAA 14		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	Business English		
Trained competencies	Professional Skills Methodological Competence Social Skills Self-competence		
Intended learning outcomes of the module	<p>On successful completion of this module, students are expected to be able to</p> <ul style="list-style-type: none"> <li>• recall, explain, interpret, and paraphrase advanced business English vocabulary, including, but not limited to, aviation-related terminology,</li> <li>• identify, and differentiate between, text types that are commonly used in business communication, recognizing their various extent of language complexity,</li> <li>• apply various text/speech production strategies (in particular: generalizing vs. specifying), considering different linguistic registers/styles and the particular purpose of a text,</li> <li>• communicate effectively and adequately in a business setting (considering the particular requirements of different addressee/s),</li> <li>• critically evaluate their individual proficiency and application of the target language in various contexts and settings (in particular: identify individual language strengths and weaknesses, mistakes, and also potential mistakes and typical “pitfalls”/mother tongue interferences).</li> </ul>		
Syllabus plan	Alternating topics in the context of professional business and aviation-related terminology (e.g., advertising material; documentation/reporting; press releases; websites; newspaper articles; articles from journals; interviews; job descriptions; contracts).		
Semester of studies	1 <sup>st</sup> semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	45 h
		Self-study time	105 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	Air Traffic Management – dual (B.Sc.)		
Prerequisites	None		
Module co-ordinator	Munir Qureshi, Dipl.-Übers.		
Module lecturer(s)	Munir Qureshi, Dipl.-Übers.		
Instruction language	English		

Examination type / requirements for assigning credit points	E-examination (75%) + presentation (including impromptu Q & A Session) (25%)
Duration of examination	E-examination (120 min) + presentation (including impromptu Q & A Session) (25-30 min)
Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	2,58%
Teaching and learning methods	Lectures and tutorials, discussions, reading/self-study, written and oral exercises in classroom-based tuition; text and speech production incl. feedback from the lecturer. In order to respond to the variety of professional language requirements, audio-visual aids/teaching material will be included along with written texts, in particular: texts and videos covering current developments in the aviation industry.
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	This course is attended by students with highly heterogeneous target language skills, mother tongues, and/or backgrounds. Therefore, minor amendments and adaptations to the syllabus might be required from time to time so as to respond to the specific requirements of a particular group.
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> <li>• Business Proficiency, Wirtschaftsentenglisch für Hochschule und Beruf, Klett, Neuauflage 2017</li> <li>• English for Financial Institutions, Bibliothèque Nationale de Luxembourg 2020</li> <li>• Vocabulary lists and exercises (provided by lecturer)</li> <li>• Recommended (daily) reading tips: <a href="https://www.bloomberg.com/businessweek">https://www.bloomberg.com/businessweek</a>; <a href="https://www.ft.com/">https://www.ft.com/</a> (Financial Times); <a href="https://hbr.org/">https://hbr.org/</a> (Harvard Business Review); <a href="http://www.aviationnews-online.com/">http://www.aviationnews-online.com/</a>; <a href="https://www.aerotelegraph.com/en/">https://www.aerotelegraph.com/en/</a>; <a href="https://simpleflying.com/category/aviation-news/">https://simpleflying.com/category/aviation-news/</a>; <a href="https://www.washingtonpost.com/business/">https://www.washingtonpost.com/business/</a>; <a href="https://www.youtube.com/c/SimpleFlyingNews">https://www.youtube.com/c/SimpleFlyingNews</a> (listening skills)</li> </ul>

<b>Analytical Methods</b>			
Modul-Nr./ Code	BAA 15		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	BAA 151 Mathematics BAA 152 Statistics		
Trained competencies	Professional Skills Methodological Competence Self-competence		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <p><b>BAA 151:</b></p> <ul style="list-style-type: none"> <li>• understand and apply fundamental mathematical concepts such as algebra and calculus,</li> <li>• apply different solution techniques for equation systems, optimisation problems, also including constraints,</li> <li>• convert basic problems of financial economics into mathematic formulations and solve them, develop critical, structured, analytical thinking skills.</li> </ul> <p><b>BAA 152:</b></p> <ul style="list-style-type: none"> <li>• use basic methods of descriptive statistics,</li> <li>• apply frequently used probability distributions to statistical problems,</li> <li>• analyse economic problems using appropriate statistical methods.</li> </ul>		
Syllabus plan	<p><b>BAA 151:</b> Mathematical methods with applications to business and economics. Topics include functions, graphs, properties of functions, equations and identities, slopes and intercepts, derivatives, optimisation, and basic financial mathematics. Arithmetic, algebra, coordinate geometry in the plane, graphs. Elementary calculus, differentiation and integration with interpretation and applications. Logarithmic and exponential functions.</p> <p><b>BAA 152:</b> Introduction to basic statistical concepts. Types of variables. Data presentation. Data summarisation. Measures of central tendencies. Measures of dispersion. Linear regression and correlation. Probability and probability rules. Random variables. Probability distributions. Hypothesis testing. Probability Distribution Random variables. Inference. Confidence intervals and hypothesis testing.</p>		
Semester of studies	1 <sup>st</sup> semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	45 h
		Self-study time	105 h

Module type (compulsory, optional, etc.)	Compulsory
Applicability of the module for other courses of study	Air Traffic Management – dual (B.Sc.)
Prerequisites	None
Module co-ordinator	Prof. Dr. Matthias Viehmann
Module lecturer(s)	BAA 151: Anastasia Biermann BAA 152: Prof. Dr. Matthias Viehmann
Instruction language	English
Examination type / requirements for assigning credit points	BAA 151: Written examination BAA 152: E-examination
Duration of examination	120 min
Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	2,58%
Teaching and learning methods	Lectures and tutorials, script
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	<p>BAA 151:</p> <ul style="list-style-type: none"> <li>Essential Mathematics for Economic Analysis, Knut Sydsaeter, Peter Hammond, Arne Strom, Andres Carvajal, 6th edition (2022)</li> </ul> <p>BAA 152:</p> <ul style="list-style-type: none"> <li>The Practice of Business Statistics for Business and Economics, George P. McCabe, Bruce A. Craig, Layth C. Alan, 5th edition (2020)</li> </ul>

Research Methods, Presentation and Soft Skills			
Modul-Nr./ Code	BAA 20		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	BAA 201 Research Methods BAA 202 Presentation and Soft Skills		
Trained competencies	Methodological Competence Social Skills Self-competence		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <p><b>BAA 201</b></p> <ul style="list-style-type: none"> <li>• formulate research questions,</li> <li>• review and analyse research publications,</li> <li>• adequately reference literature and demonstrate a deep understanding of good scientific practice,</li> <li>• explain and use different research techniques,</li> <li>• write scientific papers and understand the potential and limitations of using Artificial Intelligence tools.</li> </ul> <p><b>BAA 202</b></p> <ul style="list-style-type: none"> <li>• participate in a constructive and productive way in different situations of communication (conversations, discussions, presentations),</li> <li>• provide and accept productive criticism,</li> <li>• work as group in a positive and effective way,</li> <li>• prepare and deliver presentations to communicate project results.</li> </ul>		
Syllabus plan	<p><b>BAA 201:</b> Introduction to the art and science of solving research problems and making students better users of research. Key elements of preparation, organisation and delivery of a paper and presentation. Critically reviewing literature and data. Introduction of a style manual for the preparation of a research proposal. Discussion of opportunities and challenges with regard to using Artificial Intelligence (AI) tools in scientific research. Effective communication of research results in an academic context. Preparing, structuring and delivering presentations.</p> <p><b>BAA 202:</b> Training in communication, personality, delivering presentations including the preparation of the presentation, time management, self-management</p>		
Semester of studies	2 <sup>nd</sup> semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	4		
Total workload	120 h	Contact time	45 h
		Self-study time	75 h

Module type (compulsory, optional, etc.)	Compulsory
Applicability of the module for other courses of study	<p>Knowing how to do and to present research is a key qualification for any student and thus can be applied to any other courses of study in which students have to do presentations and/or compose seminar papers and theses. Developing adequate soft skill is necessary for any study/work environment and thus can be applied in any other courses of study where interaction with or collaboration between students is required/desired.</p> <p>Air Traffic Management – dual (B.Sc.)</p>
Prerequisites	None
Module co-ordinator	Prof. Dr. Erik Hemmer
Module lecturer(s)	BAA 201: Prof. Dr. Erik Hemmer BAA 202: Ann-Sophie Menne
Instruction language	English
Examination type / requirements for assigning credit points	<p>BAA 201: Preparation of research paper</p> <p>BAA 202: Team work with subsequent team presentation</p>
Duration of examination	<p>BAA 201: 9-11 pages</p> <p>BAA 202: 20-30 minutes</p>
Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	2,06%
Teaching and learning methods	Lectures, script, individual paper preparation, class exercises, discussions
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	<p>BAA 201:</p> <ul style="list-style-type: none"> <li>Research Methods for Business Students, Mark Saunders, Philip Lewis, Adrian Thornhill, 9th edition (2023)</li> </ul> <p>BAA 202:</p> <ul style="list-style-type: none"> <li>Personality Development and Soft Skills, B. Mitra (2012)</li> <li>Soft Skills: Know Yourself &amp; Know the World, K. Alex, (2010)</li> </ul>

<b>Financial Accounting and Reporting</b>			
Modul-Nr./ Code	BAA 21		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	Financial Accounting and Reporting		
Trained competencies	Methodological Competence		
Intended learning outcomes of the module	<p>Upon successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> <li>• define and describe the elements of financial information to be provided periodically by companies according to International Accounting Standards set by the International Accounting Standards Board,</li> <li>• explain the basic and underlying accounting standards set by the International Accounting Standards Board,</li> <li>• demonstrate and interpret the link and basic differences between single elements of financial information, especially between statement of financial position, statement of financial performance and cash flow statement,</li> <li>• examine business issues and determine the respective accounting treatment,</li> <li>• judge case studies with several business issues by reference to the accounting examples presented in class and to select the respective required accounting treatment,</li> <li>• develop the required accounting treatment for business issues presented, including developing the statement of financial position and the income statement for case studies provided.</li> </ul>		
Syllabus plan	<ul style="list-style-type: none"> <li>• Reasons for and the meaning of Accounting &amp; Financial Reporting</li> <li>• The IFRS conceptual framework for financial reporting</li> <li>• Accounting transactions and journal entries</li> <li>• Accounting for Capital Market communication</li> <li>• General requirements for recognition and valuation</li> <li>• Elements of financial reporting</li> </ul>		
Semester of studies	2 <sup>nd</sup> semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	45 h
		Self-study time	105 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	Air Traffic Management – dual (B.Sc.)		
Prerequisites	None		
Module co-ordinator	Prof. Dr. Juliane Wutzler		
Module lecturer(s)	Prof. Dr. Juliane Wutzler		
Instruction language	English		



Examination type / requirements for assigning credit points	E-examination (value: 100%)
Duration of examination	120 min
Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	2,58%
Teaching and learning methods	Lectures and tutorials, discussions, reading, script, use of spreadsheet programs
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	<p>For basic accounting:</p> <ul style="list-style-type: none"> <li>Weygandt, Jerry/ Kimmel, Paul/ Kieso, Donald (2018): Financial Reporting with International Financial Reporting Standards, 4th edition, John Wiley &amp; Sons, Hoboken.</li> </ul> <p>For advanced concepts:</p> <ul style="list-style-type: none"> <li>Doupnik, Timothy/ Finn, Mark/ Gotti, Giorgio/ Perera, H. (2019): ISE International Accounting, 5<sup>th</sup> edition, McGraw - Hill Higher Education, New York.</li> </ul>

<b>Marketing and Sales Management</b>	
Modul-Nr./ Code	BAA 22
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)
Courses of the module	Marketing and Sales Management
Trained competencies	Professional Skills Methodological Competence Social Skills Self-competence
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> <li>• explain the necessity, changing role and probable future direction of marketing in a market economy,</li> <li>• describe the fundamental idea behind marketing and the marketer's role within a firm as "the customer's advocate",</li> <li>• differentiate and evaluate alternative conceptions of marketing,</li> <li>• analyse B2C and the related consumer buying behaviour as well as B2B markets and the related institutional buying behaviour,</li> <li>• describe and discuss fundamental marketing techniques like market segmentation, target marketing, and positioning,</li> <li>• explain, distinguish, and discuss basic elements of the marketing mix and the related management concepts concerning the following policies: branding, product and product range, pricing, sales and distribution, and communication,</li> <li>• apply basic marketing techniques like segmentation, target marketing, and mix policies to case studies and empirical examples presented in the lectures.</li> </ul>
Syllabus plan	<p>A. Foundations of Marketing</p> <ul style="list-style-type: none"> <li>○ Defining Marketing</li> <li>○ Historical Preconditions of Marketing</li> <li>○ Different Aspects of the Marketing Concept</li> <li>○ Foundations of Services Marketing</li> </ul> <p>B. The Marketing Environment</p> <ul style="list-style-type: none"> <li>○ Microenvironment</li> <li>○ Macroenvironment</li> </ul> <p>C. Consumer Behaviour and Market Segmentation</p> <ul style="list-style-type: none"> <li>○ Current Shifts in Consumer Behaviour</li> <li>○ Conceptual Framework of Consumer Behaviour</li> <li>○ Buying Decision Process</li> <li>○ Market Segmentation and Segmentation Variables</li> <li>○ Market Targeting and Positioning</li> </ul> <p>D. Marketing Mix Management: Basic Elements of</p> <ul style="list-style-type: none"> <li>○ Branding Policy</li> <li>○ Product and Product Range Policy</li> <li>○ Price Policy</li> <li>○ Sales and Distribution Policy</li> <li>○ Communication Policy</li> </ul>
Semester of studies	2 <sup>nd</sup> semester

Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	45 h
		Self-study time	105 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	Air Traffic Management – dual (B.Sc.)		
Prerequisites	None		
Module co-ordinator	Prof. Dr. Hans Rück		
Module lecturer(s)	Prof. Dr. Hans Rück		
Instruction language	English		
Examination type / requirements for assigning credit points	Final written examination (value: 100%)		
Duration of examination	120 min		
Examination graded / not graded	graded		
Weighting of the mark within the cumulative grade	2,58%		
Teaching and learning methods	Lectures and tutorials, discussions, reading, script		
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)			
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> <li>• Kotler &amp; Keller: Marketing Management, current edition</li> <li>• Kotler &amp; Bowen &amp; Make: Marketing for Hospitality and Tourism, current edition</li> </ul>		

<b>Air Transportation Policy and Law</b>			
Modul-Nr./ Code	BAA 23		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	Air Transportation Policy and Law		
Trained competencies	Professional Skills Methodological Competence Self-competence		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> <li>• define basic motivation, logic of regulation and deregulation in international air transport and airports (in the EU),</li> <li>• define underlying terms and conditions as well as concrete areas and tools of regulation in international air traffic,</li> <li>• repeat and classify institutions and authorities on national and supra national level that are responsible for transport policy,</li> <li>• memorise and describe other relevant international organisations in the aviation industry,</li> <li>• analyse and evaluate recent developments pertaining to consolidation and changing market-environments due to new business models and increasing competition.</li> </ul>		
Syllabus plan	<p>The course provides a comprehensive state-of-the-art survey of air transportation policy and law policy issues. The strategic, economic and regulatory issues confronting airlines and airports are addressed.</p> <p>The course comprises the theoretical basis of the most important air transport related laws. It also covers related areas of regulation such as labour law, corporate law and insolvency law. Case studies ensure the practical application of the most relevant articles within the laws.</p> <p>Transportation regulation and public policy, regulatory frameworks and decision processes are explained. A special emphasis is placed on deregulation. Logic and history of deregulation are described followed by an analysis of the consequences for the competitive situation. Environmental issues and taxation – in general and specifically for airlines and airports are integrated as well as the sectors safety and security.</p> <p>Finally the students are confronted with consolidation trends and novel constellations in the international aviation markets</p>		
Semester of studies	2 <sup>nd</sup> semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	45 h
		Self-study time	105 h
Module type (compulsory, optional, etc.)	Compulsory		

Applicability of the module for other courses of study	Aviation Management and Piloting – dual (B.Sc.): Wahlpflichtmodule Air Traffic Management – dual (B.Sc.)
Prerequisites	None
Module co-ordinator	Prof. Dr. Tobias Ehlen
Module lecturer(s)	Prof. Dr. Tobias Ehlen, Prof. Dr. Christoph Klingenberg
Instruction language	English
Examination type / requirements for assigning credit points	E-examination (value: 100%)
Duration of examination	120 min
Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	2,58%
Teaching and learning methods	Lectures and tutorials, discussions, reading, script
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	A guest lecture (managers from Lufthansa, IATA etc.) is integrated into the module as a standard.
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> <li>• Scott, Benjamin and Trimarchi, Andrea, Fundamentals of International Aviation Law and Policy (2019)</li> <li>• Bartsch, International Aviation Law: A Practical Guide, 2020</li> </ul>

<b>Flight Operations</b>			
Modul-Nr./ Code	BAA 24		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	Flight Operations		
Trained competencies	Professional Skills		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> <li>• explain the fundamentals of flight and aircraft performance,</li> <li>• describe basics of aircraft systems and performance,</li> <li>• understand the dependency of flight operations on weather phenomena,</li> <li>• differentiate between operations regulations and understand their impact,</li> <li>• discuss influencing factors on decision making on the day of operations.</li> </ul>		
Syllabus plan	<ul style="list-style-type: none"> <li>• Flight Principles</li> <li>• Aircraft Performance</li> <li>• Aircraft Systems</li> <li>• Navigation</li> <li>• Meteorology</li> <li>• Flight Operations Regulations</li> <li>• Flight Economics</li> <li>• Flight Dispatch and Operations Control</li> </ul>		
Semester of studies	2 <sup>nd</sup> semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	45
		Self-study time	105
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	Air Traffic Management – dual (B.Sc.)		
Prerequisites	None		
Module co-ordinator	Prof. Dr. Tobias Grosche		
Module lecturer(s)	Prof. Dr. Tobias Grosche		
Instruction language	English		
Examination type / requirements for assigning credit points	Final written examination (value: 100%)		
Duration of examination	120 min		
Examination graded / not graded	graded		
Weighting of the mark within the cumulative grade	2,58 %		
Teaching and learning methods	Lectures and tutorials, discussions, reading, script		

Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> <li>• The Global Airline Industry, Belobaba/Odoni/Barnhart, 2nd edition (2015)</li> <li>• Pilot's Handbook of Aeronautical Knowledge, FAA, US Department of Transportation.</li> <li>• Airline Operations – A Practical Guide, Bruce/Gao/King (2018).</li> <li>• EASA and FAA regulations</li> </ul>

<b>Management in Practice 1 – Processes</b>	
Modul-Nr./ Code	BAA 25
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)
Courses of the module	Management in Practice 1 – Processes
Trained competencies	Professional Skills Methodological Competence Social Skills Self-competence
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> <li>• explain the structure and company goals of the internship host,</li> <li>• observe the distribution of competences and hierarchies of the organisation,</li> <li>• integrate themselves into the team of the company,</li> <li>• deepen the contents learned in the first semester of study and transfer them to practical issues in the company,</li> <li>• develop an understanding of operational processes and interrelationships,</li> <li>• document processes systematically,</li> <li>• analyse existing workflows and check them for inefficiencies,</li> <li>• identify and apply suitable methods for process optimisation,</li> <li>• present their observations from the internship and discuss the results.</li> </ul>
Syllabus plan	<p>The internships must include activities in the commercial sector and/or the aviation industry.</p> <p>Supervised practical training with co-operating companies in a work environment consistent with the chosen specialisation structured as an integral part of the course of study. Experience is shared with project report as class presentation.</p> <p>Technical and conceptual practices to improve business processes. Developments in the transformation management programs such as TQM, re-engineering, benchmarking, strategic alliances, business process improvement, balanced scorecard. Mechanisms to undertake process improvements and measure the results of improvement efforts against targets.</p> <p>How to best organise people, and work in an organisation with management according to process principles, and how to think horizontally as well as vertically concerning ways to manage a business, and examine where these approaches are in conflict and where they are in concert with one another.</p>



	Human problems in administration including the analyses of individual, group, and inter-group relations under a broad range of organisational settings.		
Semester of studies	2 <sup>nd</sup> semester		
Module duration	1 semester		
Semester hours per week	1		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	6		
Total workload	180 h	Contact time	11,25 h
		Self-study time	168,75 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	None		
Prerequisites	None		
Module co-ordinator	Prof. Dr. Richard Klophaus		
Module lecturer(s)	Prof. Dr. Richard Klophaus		
Instruction language	English		
Examination type / requirements for assigning credit points	Written project report (50%) and class presentation (50%) + internship certificate and class attendance of at least 80%		
Duration of examination	<p>Project report: Total of 5-10 pages (main text, without title page, references, glossary or appendix). Submission of internship report not later than 2 weeks after the beginning of the study term.</p> <p>Presentation: Total of approx. 15 minutes (plus time for discussion with class). The internship presentation to the class is typically scheduled 4 weeks after the following study term begins</p>		
Examination graded / not graded	graded		
Weighting of the mark within the cumulative grade	3,09%		
Teaching and learning methods	Practical training, Mentoring and supervision, class presentation		
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	Minimum duration of 6 full-time working weeks for BAA 25 or minimum duration of 12 weeks in case of one integrated practical training period (BAA 25 and BAA 32 together)		
Literature (compulsory reading / additional recommended literature)			

<b>Sustainable Aviation</b>			
Modul-Nr./ Code	BAA 30		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	Sustainable Aviation		
Trained competencies	Professional Skills Methodological Competence Self-competence		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> <li>• describe relevant economic, ecological and social issues in aviation,</li> <li>• identify the perspectives of the different stakeholders with respect to sustainability issues,</li> <li>• explain environmental impact by aviation and mitigation strategies,</li> <li>• discuss design and effects of policy instruments for safeguarding sustainability,</li> <li>• explain principles and instruments of sustainability,</li> <li>• use their knowledge to develop ideas for a sustainable airline, airport, ANSP and service provider management.</li> </ul>		
Syllabus plan	<ul style="list-style-type: none"> <li>• Principles and definitions</li> <li>• Sustainability impact of air transport <ul style="list-style-type: none"> <li>◦ Economic: Global Connectivity, Job Creation, Growth of GDP and Trade</li> <li>◦ Environmental: Noise, Pollution, CO<sub>2</sub>- and Non-CO<sub>2</sub>-effects</li> <li>◦ Social: Diversity, Equal Opportunities</li> </ul> </li> <li>• Policy instruments for safeguarding sustainability <ul style="list-style-type: none"> <li>◦ Standards and Regulations</li> <li>◦ Incentives</li> </ul> </li> <li>• Sustainability management <ul style="list-style-type: none"> <li>◦ Technical and operational strategies</li> <li>◦ Airlines, Airports, ANSPs, Service Providers</li> </ul> </li> </ul>		
Semester of studies	3 <sup>rd</sup> semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	45 h
		Self-study time	105 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	Aviation Management and Piloting – dual (B.Sc.): Wahlpflichtmodule Air Traffic Management – dual (B.Sc.)		
Prerequisites	None		
Module co-ordinator	Prof. Dr. Frank Fichert		

Module lecturer(s)	Prof. Dr. Karsten Benz, Prof. Dr. Frank Fichert, Prof. Dr. Tobias Grosche
Instruction language	English
Examination type / requirements for assigning credit points	Final written examination (value: 100%)
Duration of examination	120 min
Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	2,58%
Teaching and learning methods	Lectures and tutorials, discussions, reading, script
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> <li>• Paul Upham et al. (eds) (2012): Towards Sustainable Aviation, London / New York, Earthscan</li> <li>• Fichert, F. / Forsyth, P. / Niemeier, H.-M. (eds.) (2020): Aviation and Climate Change. Economic Perspectives on Greenhouse Gas Reduction Policies, Abingdon / New York: Routledge.</li> <li>• Daley, B. (2010), Air Transport and the Environment, Farnham / Burlington.</li> <li>• Walls, J.L. / Wittmer, A. (eds.) (2022) Sustainable Aviation – A Management Perspective, St. Gallen</li> <li>• Sustainability reports of airlines, airports, air navigation service providers and industry organisations</li> </ul>

<b>Managerial Accounting and Finance</b>			
Modul-Nr./ Code	BAA 31		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	Managerial Accounting and Finance		
Trained competencies	Professional Skills Methodological Competence Self-competence		
Intended learning outcomes of the module	<p>Upon successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> <li>• understand cost classifications and relationships between different types of costs as well as their usefulness for predicting cost behaviour</li> <li>• compute total costs and unit costs as a basis for pricing decisions and determine prices using mark-ups</li> <li>• use financial concepts for decision-making, apply them to practical cases, and give recommendations for action (contribution margin, break-even analysis, target profit analysis, portfolio choices, make-or-buy-decisions)</li> <li>• understand and derive cash flows in general and for capital budgeting</li> <li>• differentiate between non-dynamic and dynamic capital budgeting methods</li> <li>• define the importance of time criteria in managerial accounting and finance</li> <li>• apply capital budgeting methods to practical cases in the aviation sector for evaluating the suitability of investment projects.</li> </ul>		
Syllabus plan	<p>The course provides a basic understanding of managerial accounting concepts for decision-making. This involves classic cost accounting concept (margins, break-even, target-profit, portfolio choices) and current trends. Within managerial finance capital budgeting methods build upon the presentation of basic parameters like interest rates, cash flows and return criteria. The discussion of dynamic and non-dynamic methods e.g., cost comparison method, compounding and discounting, internal rate of return, etc. provide students with a basis for evaluating their own investment projects.</p>		
Semester of studies	3 <sup>rd</sup> semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	45 h
		Self-study time	105 h
Module type (compulsory, optional, etc.)	Compulsory		

Applicability of the module for other courses of study	None
Prerequisites	Completion of BAA 21 Financial Accounting and Reporting is recommended
Module co-ordinator	Prof. Dr. Juliane Wutzler
Module lecturer(s)	Prof. Dr. Juliane Wutzler
Instruction language	English
Examination type / requirements for assigning credit points	Written examination (value: 100%)
Duration of examination	120 min
Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	2,58%
Teaching and learning methods	Lectures and tutorials, discussions, reading, script, use of spreadsheet programs
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> <li>• Managerial Accounting, R. Garrison, E. Noreen, P. Brewer (latest edition).</li> <li>• Fundamentals of Corporate Finance, S. Ross, R. Westerfield, B. Jordan, (latest edition)</li> <li>• Fundamentals of Corporate Finance, Berk, J., DeMarzo, P., Harford, J. (latest edition)</li> </ul>

<b>Management in Practice 2 – Interfaces</b>	
Modul-Nr./ Code	BAA 32
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)
Courses of the module	Management in Practice 2 – Interfaces
Trained competencies	Professional Skills Methodological Competence Social Skills Self-competence
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> <li>• deepen the contents learned in the second semester of study and transfer them to practical issues of the internship host,</li> <li>• develop an understanding of internal or external interfaces, e.g. between business functions, divisions, projects, persons, companies,</li> <li>• identify conflicts and communication problems at interfaces,</li> <li>• apply methods and techniques to manage interfaces and ensure that processes run smoothly,</li> <li>• present their observations from the internship and discuss the results.</li> </ul>
Syllabus plan	<p>The internships must include activities in the commercial sector and/or the aviation industry.</p> <p>Supervised practical training with co-operating companies in a work environment consistent with the chosen specialisation structured as an integral part of the course of study. Experience is shared with project report as class presentation.</p> <p>Technical and conceptual practices to improve business processes. Developments in the transformation management programs such as TQM, re-engineering, benchmarking, strategic alliances, business process improvement, balanced scorecard. Mechanisms to undertake process improvements and measure the results of improvement efforts against targets.</p> <p>How to best organise people, and work in an organisation with management according to process principles, and how to think horizontally as well as vertically concerning ways to manage a business, and examine where these approaches are in conflict and where they are in concert with one another.</p> <p>Human problems in administration including the analyses of individual, group, and inter-group relations under a broad range of organisational settings.</p>
Semester of studies	3 <sup>rd</sup> semester
Module duration	1 semester
Semester hours per week	1

Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	6		
Total workload	180 h	Contact time	11,25 h
		Self-study time	168,75 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	None		
Prerequisites	None		
Module co-ordinator	Prof. Dr. Richard Klophaus		
Module lecturer(s)	Prof. Dr. Richard Klophaus		
Instruction language	English		
Examination type / requirements for assigning credit points	Written project report (50%) and class presentation (50%) + internship certificate and class attendance of at least 80%		
Duration of examination	Project report: Total of 5-10 pages (main text, without title page, references, glossary or appendix). Submission of internship report not later than 2 weeks after the beginning of the study term.		
	Presentation: Total of approx. 15 minutes (plus time for discussion with class). The internship presentation to the class is typically scheduled 4 weeks after the following study term begins		
Examination graded / not graded	graded		
Weighting of the mark within the cumulative grade	3,09%		
Teaching and learning methods	Practical training, Mentoring and supervision, class presentation		
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	Minimum duration of 6 full-time working weeks for BAA 32 or minimum duration of 12 weeks in case of one integrated practical training period (BAA 25 and BAA 32 together).		
Literature (compulsory reading / additional recommended literature)			

<b>Airport Management</b>			
Modul-Nr./ Code	BAA 33		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	Airport Management		
Trained competencies	Professional Skills Self-competence		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> <li>• describe broad aspects of managing airports,</li> <li>• assess the environmental impact of airports,</li> <li>• understand the regulatory issues that influence airport management,</li> <li>• describe the airport industry structure, types of airports, competition between airports and name airport organisations,</li> <li>• analyse and gain detailed understanding of the commercial management of airports, their revenue and cost structure</li> <li>• understand the planning parameters for airports, their runway capacity and terminal area airspace capacity, the terminal structure and the landside access</li> <li>• determine the capacity of the various airport components</li> <li>• understand the success factors in airport operations with particular focus on security and non-aviation business</li> <li>• identify relevant business trends as well as innovations in digitisation and automation and their implications.</li> </ul>		
Syllabus plan	Presentation of the role of airports in the aviation system, categories and ranking of airport, specifics of airport cost and revenues, competition among airports, regulatory issues and de-regulation of ground handling services within the EU.		
Semester of studies	3 <sup>rd</sup> semester		
Module duration	1 semester		
Semester hours per week	3		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	33,75 h
		Self-study time	116,25 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	Aviation Management and Piloting – dual (B.Sc.): Wahlpflichtmodule Air Traffic Management – dual (B.Sc.)		
Prerequisites	Completion of BAA 12 Introduction to Tourism and Travel Management and BAA 13 Introduction to Aviation Management is recommended		
Module co-ordinator	Prof. Dr. Christoph Klingenberg		
Module lecturer(s)	Prof. Dr. Christoph Klingenberg		
Instruction language	English		



Examination type / requirements for assigning credit points	E-examination (value: 100%)
Duration of examination	90 min
Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	2,58%
Teaching and learning methods	Lectures and tutorials, guest speakers, discussions, reading, script
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	This course can be complemented by special elective airport management seminars dealing in depth with issues of terminal and ramp management offered by airport executives.
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> <li>• Managing Airports: An International Perspective, Anne Graham, (latest edition)</li> <li>• Airport Planning &amp; Management, Alexander T. Wells, Seth B. Young, 5th edition (latest edition)</li> <li>• Antonin Kazda, Robert Caves: Airport Design and Operations (latest edition)</li> <li>• Richard de Neufville, Amedeo Odoni: Airports Systems (latest edition)</li> <li>• Norman J. Ashford: Airport Operations (3<sup>rd</sup> edition)</li> </ul>

<b>Pricing and Revenue Management</b>			
Modul-Nr./ Code	BAA 34		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	Pricing and Revenue Management		
Trained competencies	Professional Skills Methodological Competence		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> <li>• identify the basic ideas, concepts and techniques of pricing and revenue management,</li> <li>• recognise strategic and tactic roles of pricing in relevant business contexts,</li> <li>• describe how to model real-world pricing decision making processes,</li> <li>• explain how to implement pricing solutions,</li> <li>• describe how to measure financial performance of pricing.</li> </ul>		
Syllabus plan	<p>Airline pricing</p> <ul style="list-style-type: none"> <li>• Basic airline pricing concepts</li> <li>• Traditional passenger airline fare structures</li> <li>• Recent developments in passenger airline pricing</li> </ul> <p>Airline revenue management</p> <ul style="list-style-type: none"> <li>• Computerised revenue management systems</li> <li>• Demand forecasting</li> <li>• Overbooking</li> <li>• Methods for flight leg revenue optimisation</li> <li>• Network Revenue Management</li> <li>• Revenue Management for less restricted fare structures</li> </ul>		
Semester of studies	3 <sup>rd</sup> semester		
Module duration	1 semester		
Semester hours per week	3		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	33,75 h
		Self-study time	116,25 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	Aviation Management and Piloting – dual (B.Sc.): Wahlpflichtmodule		
Prerequisites	Completion of BAA 12 Introduction to Tourism and Travel Management and BAA 13 Introduction to Aviation Management is recommended		
Module co-ordinator	Prof. Dr. Matthias Viehmann		
Module lecturer(s)	Prof. Dr. Matthias Viehmann, Martin Kuras		
Instruction language	English		
Examination type / requirements for assigning credit points	Final written examination (value: 100%)		
Duration of examination	90 min		
Examination graded / not graded	graded		

Weighting of the mark within the cumulative grade	2,58%
Teaching and learning methods	Lectures and tutorials, guest speakers, discussions, reading, script
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	Guest lectures
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> <li>• Belobaba P., A. Odoni, C. Barnhart (2016), The Global Airline Industry, 2. ed.: <ul style="list-style-type: none"> <li>○ Belobaba, P., Airline Pricing Theory and Practice (Ch. 4)</li> <li>○ Belobaba, P., Airline Revenue Management (Ch. 5)</li> </ul> </li> <li>• Cramer C., Thams A. (2021), Airline Revenue Management</li> </ul>

<b>Airline Business Models and Strategies</b>			
Modul-Nr./ Code	BAA 35		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	Airline Business Models and Strategies		
Trained competencies	Professional Skills Methodological Competence		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> <li>Analyse and apply the major strategic concepts in business: e.g. BCG matrix, Porter's five forces, business model canvas</li> <li>Outline the strategic arena of the airline business</li> <li>Explain the options of strategic choice in airline management</li> <li>Locate relevant business trends and their implications</li> <li>Understand and execute knowledge regarding business models</li> <li>Apply the strategic concepts to sales, network management and alliances in the airline industry</li> </ul>		
Syllabus plan	<ul style="list-style-type: none"> <li>The rise of the low cost carrier, and the markets response</li> <li>The future airline business, and the convergence of the low cost and network models</li> <li>Loyalty programs, airline alliances and cross-industry partnership strategies</li> </ul>		
Semester of studies	3 <sup>rd</sup> semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	45 h
		Self-study time	105 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	Aviation Management and Piloting – dual (B.Sc.): Wahlpflichtmodule Air Traffic Management – dual (B.Sc.)		
Prerequisites	Completion of BAA 12 Introduction to Tourism and Travel Management and BAA 13 Introduction to Aviation Management is recommended		
Module co-ordinator	Prof. Dr. Christoph Klingenberg		
Module lecturer(s)	Prof. Dr. Christoph Klingenberg		
Instruction language	English		
Examination type / requirements for assigning credit points	E-examination or project work (value: 100%)		
Duration of examination	120 min (E-examination) or 10 pages (project work)		
Examination graded / not graded	graded		
Weighting of the mark within the cumulative grade	2,58%		

Teaching and learning methods	Lectures and tutorials, discussions, reading, script
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	Excursion to airline, guest lectures
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> <li>• O'Connor (2000): An Introduction to Airline Economics, 6th Edition, Praeger</li> <li>• Doganis (2006): The Airline Business in the 21st century, 2nd Edition, Routledge</li> <li>• Hanlon (2007): Global Airlines: Competition in a Transnational Industry, 3rd Edition, Routledge</li> <li>• Holloway (2008): Straight and Level – Practical Airline Economics, 3rd Edition, Ashgate</li> <li>• Vasigh, Fleming, Tacker (2013): Introduction to Air Transport Economics: From Theory to Applications, 2nd Edition, Ashgate</li> <li>• Shaw (2016): Airline Marketing and Management, 7th Edition, Ashgate</li> <li>• Conrady, Fichert, Sterzenbach (2019): Luftverkehr: Betriebswirtschaftliches Lehr- und Handbuch, 6. Auflage, De Gruyter</li> <li>• Osterwalder, Pigneur (2013): Business Model Generation</li> <li>• Kerth, Asum, Stich (2015): Die besten Strategietools in der Praxis, Hanser</li> <li>• Wunder (2016): Essentials of Strategic Management, Schäffer-Poeschel</li> </ul>

<b>Air Cargo and Logistics Management</b>			
Modul-Nr./ Code	BAA 40		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	Air Cargo and Logistics Management		
Trained competencies	Professional Skills		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> <li>• describe and explain basic logistics concepts and supply chain management</li> <li>• explain demand and supply characteristics of Air Cargo Supply Chains also in relation to other modes of transportation</li> <li>• describe the major business models in the Air Cargo industry</li> <li>• analyse the impact of latest political, economic, social and technological trends on the Air Cargo industry</li> <li>• explain the core processes in Air Cargo ecosystems such as Pricing &amp; Revenue Management, Airport Operations</li> </ul>		
Syllabus plan	<ul style="list-style-type: none"> <li>• First part: Introduction to fundamental supply chain concepts: Design of supply chains, transport solutions, and supply chain operations</li> <li>• Second part: Demand / supply characteristics in the air cargo industry with a focus on market growth, seasonality, major trade lanes, primary commodities, customers and cargo aircraft designs, cargo airports, and competition between air cargo and other surface transportation modes. Specific processes and trends in the air cargo industry such as operations, revenue management and digitalisation.</li> </ul>		
Semester of studies	4 <sup>th</sup> semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	45 h
		Self-study time	105 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	Aviation Management and Piloting – dual (B.Sc.): Wahlpflichtmodule		
Prerequisites	Completion of BAA 12 Introduction to Tourism and Travel Management and BAA 13 Introduction to Aviation Management is recommended		
Module co-ordinator	Prof. Dr. Erik Hemmer		
Module lecturer(s)	Prof. Dr. Erik Hemmer		
Instruction language	English		
Examination type / requirements for assigning credit points	Final written examination (value: 100%)		

Duration of examination	120 min
Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	2,58%
Teaching and learning methods	Lectures and tutorials, guest speakers, discussions, reading, script
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> <li>• Chopra, S. (2019): Supply Chain Management: Strategy, Planning, and Operation, Seventh Edition, Pearson</li> <li>• Ivanov, Dmitry (2021): Introduction to Supply Chain Resilience, Springer</li> <li>• Mangan, J.; Lalwani, C.; Calatayud, A. (2021): Global Logistics and Supply Chain Management, Fourth Edition, Wiley</li> <li>• Morrell, P. S.; Klein, T. (2019): Moving Boxes by Air: The Economics of International Air Cargo, Second Edition, Routledge</li> <li>• Schäfer, J. G. (2023): Air Cargo: Participants - Processes - Markets – Developments, Springer</li> <li>• Rodrigue, Jean-Paul (2020): The Geography of Transport Systems, Fifth Edition, Routledge</li> </ul>

<b>Management in Practice 3 – Case Study in Aviation Management</b>			
Modul-Nr./ Code	BAA 41		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	Management in Practice 3 – Case Study in Aviation Management		
Trained competencies	Professional Skills Methodological Competence Social Skills Self-competence		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> <li>• deepen the theoretical contents learned so far and to transfer them to practical issues of the internship host,</li> <li>• discuss the practical application of methods and concepts used in aviation management,</li> <li>• apply methods and instruments of project management in a substantiated and target-oriented manner,</li> <li>• obtain all necessary information for processing the project task,</li> <li>• relate their previously acquired professional knowledge and methodological skills to practical issues in projects,</li> <li>• reflect on the challenges in a project team when working on a project task,</li> <li>• prepare and present project results in accordance with the target group,</li> <li>• examine specific problems of the aviation industry.</li> </ul>		
Syllabus plan	<p>The internships must include activities in the commercial sector and/or the aviation industry.</p> <p>Supervised practical training with co-operating companies in a work environment consistent with the chosen specialisation structured as an integral part of the course of study. Experience is shared with project report as class presentation.</p> <p>The firm's products, markets, competition, financial structure, sales volumes, management, employees and other factors affecting the firm's success are analysed.</p> <p>Human problems in administration including the analyses of individual, group, and inter-group relations under a broad range of organisational settings.</p>		
Semester of studies	4 <sup>th</sup> semester		
Module duration	1 semester		
Semester hours per week	2		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	7		
Total workload	210 h	Contact time	22,5 h
		Self-study time	187,5 h



Module type (compulsory, optional, etc.)	Compulsory
Applicability of the module for other courses of study	None
Prerequisites	Completion of BAA 12 Introduction to Tourism and Travel Management and BAA 13 Introduction to Aviation Management is recommended
Module co-ordinator	Prof. Dr. Richard Klophaus
Module lecturer(s)	Prof. Dr. Richard Klophaus
Instruction language	English
Examination type / requirements for assigning credit points	Written project report (50%) and class presentation (50%) + internship certificate and class attendance of at least 80%
Duration of examination	<p>Project report: Total of approx. 15 pages (main text, without title page, references, glossary or appendix). Submission of internship report not later than 2 weeks after the beginning of the study term.</p> <p>Presentation: Total of approx. 30 minutes (plus time for discussion with class). The internship presentation to the class is typically scheduled 4 weeks after the following study term begins.</p>
Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	3,61%
Teaching and learning methods	Practical training, mentoring and supervision, class presentation
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	Minimum duration of 6 full-time working weeks.
Literature (compulsory reading / additional recommended literature)	

<b>Network Management and Scheduling</b>			
Modul-Nr./ Code	BAA 42		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	Network Management and Scheduling		
Trained competencies	Professional Skills		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> <li>• judge broad aspects of managing airlines,</li> <li>• relate the basic ideas, concepts and techniques of network management and scheduling,</li> <li>• explain what drives passenger demand,</li> <li>• interpret passenger demand forecasting techniques and data sources,</li> <li>• describe how decision support systems including operational research methods support in the airline scheduling process,</li> <li>• judge the benefits/potential and drawbacks of different airline scheduling decisions,</li> <li>• sketch the process of airline scheduling from long-term forecasting to ad-hoc operations control.</li> </ul>		
Syllabus plan	<p>Key elements of the airline's planning process – fleet planning, network and schedule planning, resource assignment, operations control:</p> <ul style="list-style-type: none"> <li>• airline scheduling process</li> <li>• fleet planning</li> <li>• market demand estimation</li> <li>• data management</li> <li>• network structures</li> <li>• flight scheduling</li> <li>• fleet assignment</li> <li>• aircraft maintenance routing</li> <li>• crew assignment</li> <li>• irregular operations</li> <li>• IT in airline scheduling</li> </ul>		
Semester of studies	4 <sup>th</sup> semester		
Module duration	1 semester		
Semester hours per week	3		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	33,75 h
		Self-study time	116,25 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	Aviation Management and Piloting – dual (B.Sc.): Wahlpflichtmodule Air Traffic Management – dual (B.Sc.)		
Prerequisites	Completion of BAA 24 Flight Operations is recommended		

Module co-ordinator	Prof. Dr. Tobias Grosche
Module lecturer(s)	Prof. Dr. Tobias Grosche
Instruction language	English
Examination type / requirements for assigning credit points	Final written examination (value: 100%) or project work
Duration of examination	90 min (Final written examination) or 12 pages (project work)
Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	2,58%
Teaching and learning methods	Lectures and tutorials, discussions, reading, script
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> <li>• Abdelghany, A. &amp; Abdelghany, K.: Airline Network Planning and Scheduling, Wiley.</li> <li>• Belobaba, P., Odoni, A., Barnhart, C.: The Global Airline Industry, Wiley.</li> <li>• Billig, B. &amp; Cook N., G.: Airline Operations and Management: A management textbook, Routledge</li> <li>• Clark, P.: „Buying the Big Jets, Routledge.</li> <li>• Doganis, R.: „Flying Off Course. Airline Economics and Marketing, Routledge.</li> <li>• Goedeking, P.: Networks in Aviation, Springer.</li> <li>• Holloway, S.: „Straight and Level: Practical Airline Economics, Routledge.</li> <li>• Wensveen, G. J.: „Air Transportation“, Routledge.</li> </ul>

Aviation Analytics			
Modul-Nr./ Code	BAA 43		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	Aviation Analytics		
Trained competencies	Professional Skills Methodological Competence Self-competence		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> <li>• explain important data analytics-related terms and concepts such as the difference between data, information and knowledge, big data, business intelligence etc.,</li> <li>• design, optimise and implement databases and access data (via SQL),</li> <li>• collect data from external sources, validate the data and import them into local systems,</li> <li>• discuss the importance of high data quality in organisational contexts and how this can be achieved / assured,</li> <li>• use business analytics techniques, e.g. to read, summarise and visualise data to support (better) business decisions,</li> <li>• select proper techniques for visualisation of data and arrange them properly in dashboards to support decision processes using state of the art analytics software solutions,</li> <li>• select proper KPIs to answer certain business questions, gather data to calculate and interpret different KPIs relevant in the aviation industry,</li> <li>• apply regression and advanced regression models for estimations and interpret results including limitations.</li> </ul>		
Syllabus plan	<ul style="list-style-type: none"> <li>• Introduction to Business Analytics</li> <li>• Fundamental data analytics concepts and frameworks</li> <li>• Databases and information management</li> <li>• Different types of data and variables</li> <li>• Collecting, standardising and optimising data</li> <li>• Data sources in the Aviation Industry</li> <li>• KPIs in the aviation industry</li> <li>• Descriptive Analytics and Dashboard Design including summary measures and visualisations</li> <li>• Predictive Analytics: Regression and Advanced Regression Models</li> </ul>		
Semester of studies	4 <sup>th</sup> semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	6		
Total workload	180 h	Contact time	45 h
		Self-study time	135 h
Module type (compulsory, optional, etc.)	Compulsory		

Applicability of the module for other courses of study	Air Traffic Management – dual (B.A.)
Prerequisites	Completion of BAA 15 Analytical Methods and BAA 11 Introduction to Economics is recommended
Module co-ordinator	Prof. Dr. Matthias Viehmann
Module lecturer(s)	Prof. Dr. Erik Hemmer, Prof. Dr. Matthias Viehmann
Instruction language	English
Examination type / requirements for assigning credit points	Final written examination or project work (value: 100%)
Duration of examination	120 min (final written examination) or 10 pages (project work)
Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	3,09%
Teaching and learning methods	Lectures and tutorials, discussions, reading, homework assignments
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	Guest lectures, online sessions for collaborative data analysis in distributed settings
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> <li>• Jaggia, Kelly, Lertwachara, Chen (2021): Business Analytics – Communicating with Numbers, McGraw-Hill Education, New York, NY (ISBN 978-1-260-57601-6)</li> <li>• Few (2013): Information dashboard design: displaying data for at-a-glance monitoring, Analytics Press, Burlingame, CA (ISBN 978-1-938377-00-6)</li> <li>• Hillier and Lieberman (2021): Introduction to Operations Research, McGraw-Hill Education, New York, NY (ISBN 978-1-259-87299-0)</li> <li>• Laudon and Laudon (2022): Management Information Systems, 17<sup>th</sup> edition, Pearson, Harlow (978-1-292-40328-1)</li> </ul>

Information Management and Digital Transformation			
Modul-Nr./ Code	BAA 44		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	Information Management and Digital Transformation		
Trained competencies	Professional Skills Methodological Competence		
Intended learning outcomes of the module	<p>On successful completion of this module, based on a clear focus on the Aviation Industry, students shall be able to</p> <ul style="list-style-type: none"> <li>• understand and explain the fundamentals of modern IT infrastructures and landscapes,</li> <li>• describe the basic definitions of digital transformation and travel technology,</li> <li>• explain how digital services are used by various stakeholders,</li> <li>• understand the relevant suppliers of digital services,</li> <li>• explain, how digital services can be used to optimise products and processes within the aviation industry,</li> <li>• assess and design digital transformation programs,</li> <li>• explain IT development processes,</li> <li>• evaluate the latest technology trends, especially in the context of artificial intelligence (including hands-on training sessions),</li> <li>• discuss ethical challenges in the context of IT and data security.</li> </ul>		
Syllabus plan	<ul style="list-style-type: none"> <li>• Motivation and introduction: Current IT developments and challenges in the aviation industry</li> <li>• Analysis and implementation of digital strategies</li> <li>• Digital business models including digital platform strategies</li> <li>• Introduction to digital technologies (hardware, software, networks, suppliers) and information management</li> <li>• IT landscapes in the aviation industry</li> <li>• IT project management and software development</li> <li>• Fundamentals of Artificial Intelligence and its impact on the aviation industry</li> </ul>		
Semester of studies	4 <sup>th</sup> semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	6		
Total workload	180 h	Contact time	45 h
		Self-study time	135 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	None		
Prerequisites	None		
Module co-ordinator	Prof. Dr. Erik Hemmer		

Module lecturer(s)	Prof. Dr. Erik Hemmer
Instruction language	English
Examination type / requirements for assigning credit points	E-examination (value: 100%)
Duration of examination	120 min
Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	3,09%
Teaching and learning methods	Lectures and tutorials, discussions, reading, script
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> <li>• Belobaba, P./Odoni, A./Barnhart, C./Bamber, G. (2016): The global airline industry, Wiley, Chichester</li> <li>• Benckendorff, P.J./Xiang, Z./Sheldon, P.J. (2019): Tourism Information Technology, 3rd ed., CABI.</li> <li>• Laudon, K. C./ Traver C. G (2022): E-Commerce 2021-2022: business, technology, society, 17. ed., Pearson, Harlow</li> <li>• Laudon K. / Laudon J. (2022). Management Information Systems, 17<sup>th</sup> edition, Pearson, Harlow</li> <li>• Osterwalder, A.; Pigneur, Y. / Etienne, F. / Smith, A. (2020): The Invincible Company, Wiley</li> </ul>

<b>Seminar Aviation Management 1</b>			
Modul-Nr./ Code	BAA 50		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	Seminar Aviation Management 1		
Trained competencies	Professional Skills Methodological Competence Self-competence		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> <li>• execute independent scientific work on a topic in the area of aviation management,</li> <li>• use economic and / or socio-scientific methods in the context of aviation management,</li> <li>• organise a presentation of the results in a suitable form in front of the group,</li> <li>• organise subsequent discussion, and the ability to defend their opinions in a sound manner,</li> <li>• differentiate the essentials from insignificant information, and to consistently prepare them for thought-provoking and problem-solving suggestions,</li> <li>• appraise, argue and defend a stand on a specific issue from the area of aviation management.</li> </ul>		
Syllabus plan	<ul style="list-style-type: none"> <li>• Working out a topic as a paper</li> <li>• Fundamentals of scientific work</li> <li>• Application of business methods (general management methods, marketing methods, etc.) on specific issues in aviation management</li> </ul>		
Semester of studies	5 <sup>th</sup> semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	5		
Total workload (per elective)	150 h	Contact time	45
		Self-study time	105
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	Air Traffic Management – dual (B.Sc.) Aviation Management and Piloting – dual (B.Sc.)		
Prerequisites	None		
Module co-ordinator	Prof. Dr. Richard Klophaus		
Module lecturer(s)	Prof. Dr. Karsten Benz, Prof. Dr. Matthias Viehmann		
Instruction language	English		
Examination type / requirements for assigning credit points	Seminar paper (50%) and presentation (50%) and class attendance of at least 80%		
Duration of examination	Seminar paper (15p) and presentation (15 min + at least 5 min discussion)		
Examination graded / not graded	graded		



Weighting of the mark within the cumulative grade	2,58%
Teaching and learning methods	Seminar with term paper and short presentation, moderated discussion, content additions by lecturer, work in groups, talks with students on their seminar topics.
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	Allocation of topics and introductory session take place in the previous semester
Literature (compulsory reading / additional recommended literature)	As the topics of the seminar change from semester to semester, the literature recommendations are adapted and customised.

<b>Human Resources Management and Organisational Development</b>			
Modul-Nr./ Code	BAA 51		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	Human Resources Management and Organisational Development		
Trained competencies	Professional Skills Methodological Competence		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> <li>• understand fundamental terms, tools, challenges, tasks, techniques and concept in HRM, Leadership and ORG,</li> <li>• apply and develop approaches to such concepts to business-critical issues (e.g., in case studies),</li> <li>• analyse &amp; explain issues in enterprises in HRM and ORG (set-up, business processes &amp; Project M.).</li> </ul>		
Syllabus plan	<p>HRM: Theoretical and practical aspects of HRM in a global perspective. Practical application is studied using business cases and group exercises:</p> <ul style="list-style-type: none"> <li>• Current challenges and approaches</li> <li>• Spheres of activities</li> <li>• Actors in HRM</li> <li>• Talent Management</li> <li>• HRM Strategies</li> <li>• Fundamentals of workforce planning</li> <li>• Digital solutions and data protection (EU GDPR)</li> <li>• Selected HR processes: development and recruiting</li> <li>• Change Management</li> <li>• Leadership (skills, styles, concepts, ethics)</li> </ul> <p>ORG</p> <p>Integration of the individual into the organisation by studying the current and fundamental issues in organisation theory and organisational behaviour using case studies.</p> <ul style="list-style-type: none"> <li>• Elements of organisations</li> <li>• Organisational set-up; requirements on development</li> <li>• Process management, workflows, Business Process Reengineering, Lean Management</li> <li>• Project Management</li> <li>• Work organisation</li> </ul>		
Semester of studies	5 <sup>th</sup> semester		
Module duration	1 semester		
Semester hours per week	3		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	33,75 h
		Self-study time	116,25 h

Module type (compulsory, optional, etc.)	Compulsory
Applicability of the module for other courses of study	Aviation Management and Piloting – dual (B.Sc.): Wahlpflichtmodule Air Traffic Management – dual (B.Sc.)
Prerequisites	None
Module co-ordinator	Prof. Dr. Richard Klophaus
Module lecturer(s)	Stephan Strobel
Instruction language	English
Examination type / requirements for assigning credit points	E-examination (value: 100%)
Duration of examination	90 min
Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	2,58%
Teaching and learning methods	Lectures and tutorials, discussions, reading, script
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> <li>• Essays (e.g. Greiner) and case studies (homework)</li> <li>• script</li> <li>• recommended additional readings are provided.</li> </ul>

<b>Elective Modules 1-4</b>			
Modul-Nr./ Code	BAA 52-55		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	BAA 52: Elective Module 1 BAA 53: Elective Module 2 BAA 54: Elective Module 3 BAA 55: Elective Module 4		
Intended learning outcomes of the module	<p>The student should improve his/her personal qualification level through the elective modules and build up competences in specific subjects, which contribute to the individual profile sharpening for the later career choice.</p> <p>Students are also given the opportunity to take special courses from other departments or courses of study in order to acquire an individual qualification profile.</p> <p>See the respective module descriptions for the learning outcomes of the specific elective module.</p>		
Syllabus plan	The elective modules complement general business administration, special business administration, complementary sciences and the area of language training. Concrete contents are announced in the courses. The department endeavours to keep the courses up to date and flexible. Hence, topics that are no longer of practical importance in the aviation industry may no longer be offered.		
Semester of studies	5 <sup>th</sup> semester		
Module duration	1 semester		
Semester hours per week	3-4		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	5		
Total workload (per elective)	150 h	Contact time	33,75-45
		Self-study time	105-116,25
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	Aviation Management and Piloting – dual (B.Sc.)		
Prerequisites	None		
Module co-ordinator	Prof. Dr. Richard Klophaus		
Module lecturer(s)	various		
Instruction language	English		
Examination type / requirements for assigning credit points	Seminar paper and presentation or final written examination or Project Work		
Duration of examination	Seminar paper (15p +/-10%) and presentation (15 min) or final written examination (90-120 min) or project work (15 pages)		
Examination graded / not graded	graded		
Weighting of the mark within the cumulative grade	2,58%		

Teaching and learning methods	In principle, all forms of teaching are possible here that are used at the Hochschule Worms; as a rule, however, lectures with or without exercises as well as seminars or projects.
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	<p>Students select a total of four different modules from the range of elective modules. The elective module can be taught by full-time lecturers of the department alone or together with appropriately qualified external lecturers. After consultation with the head of the program, students may also attend courses in other programs that are equally weighted in terms of their scope.</p> <p>In principle, it is possible to integrate courses taught by guest lecturers from partner universities.</p> <p>Examples of elective modules are:</p> <ul style="list-style-type: none"> <li>• International Business (BAA 5701)</li> <li>• Introduction to Air Traffic Management (BAA 5702)</li> <li>• Professional Airport Management (BAA 5703)</li> <li>• Professional Air Cargo and Logistics Management (BAA 5704)</li> <li>• Business Travel Management (BAA 5705)</li> <li>• Advanced Analytics (BAA 5706)</li> <li>• Advanced Air Mobility (BAA 5707)</li> <li>• International and Digital Marketing (BAA 5708)</li> <li>• Project Management and New Working Methods (BAA 5709)</li> <li>etc.</li> </ul>
Literature (compulsory reading / additional recommended literature)	See the respective descriptions for each elective module

<b>International Business</b>			
Modul-Nr./ Code	BAA 52-55 (BAA 5701)		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	International Business		
Trained competencies	Professional Skills Methodological Competence Social Skills Self-competence		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> <li>• explain the scale and scope of the phenomenon of 'globalisation'.</li> <li>• provide an overview of the size and structure of world trade and international tourism.</li> <li>• assess the framework conditions for the internationalisation of companies, particularly in socio-economic, political, and financial terms.</li> <li>• manage the internationalisation of a company, especially with regard to (multinational) strategies and corporate organisation.</li> <li>• take on responsibility for functional tasks related to internationalisation, including a.o. production, HR, and risk management.</li> <li>• identify and address the specific challenges associated with the internationalisation of companies in individual cases, such as in service companies or when working with emerging economies.</li> <li>• apply the basics of intercultural management.</li> </ul>		
Syllabus plan	<p>The lecture delivers a comprehensive insight into doing business in globalised markets. Based on macro-economic theory international trade institutions, tariff and non-tariff trade barriers are presented. Included is dedicated analysis of specific risks in international business. On this basis general elements and models of cultural diversity are analysed.</p> <p>The last part evaluates cross-cultural situations from the perspective of interpersonal relationships in a foreign environment. Strategic planning and negotiation are examined by defining tasks for the conduct of business in international aviation, such as designing the organisation and staffing. Managing work force is examined from culture-based and comparative perspectives, along with the function of control through the examination of effective control systems.</p>		
Semester of studies	5 <sup>th</sup> semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	45 h

		Self-study time	105 h
Module type (compulsory, optional, etc.)	Elective Module		
Applicability of the module for other courses of study	None		
Prerequisites	None		
Module co-ordinator	Prof. Dr. Julia E. Beelitz		
Module lecturer(s)	Prof. Dr. Julia E. Beelitz		
Instruction language	English		
Examination type / requirements for assigning credit points	Project work (value: 100%)		
Duration of examination	120 min		
Examination graded / not graded	graded		
Weighting of the mark within the cumulative grade	2,58%		
Teaching and learning methods	Lectures and tutorials, discussions, reading, script		
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)			
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> <li>• International Business: Competing in the Global Marketplace, Charles W. L. Hill (latest edition)</li> <li>• International Business, Alan M. Rugman, Simon Collinson (latest edition)</li> </ul>		

Introduction to Air Traffic Management			
Modul-Nr./ Code	BAA 52-55 (BAA 5702)		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	Introduction to Air Traffic Management		
Trained competencies	Professional Skills Methodological Competence		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> <li>• describe different areas in ATM;</li> <li>• identify different challenges and success factors of ATM,</li> <li>• state basic knowledge of execution of flights in airspace, separation and segregation, tasks of air traffic services, safety methods,</li> <li>• describe connection between aircraft and air traffic management service in present aviation.</li> </ul>		
Syllabus plan	<p>Fundamentals of Air Traffic Management and Air Navigation Services within the aviation system. Introduction to functional areas, processes, themes and issues:</p> <ul style="list-style-type: none"> <li>• History of Air Traffic Management (ATM)</li> <li>• International bodies and organisations: ICAO, Eurocontrol, EASA, CANSO</li> <li>• The importance of safety management in ATC</li> <li>• ATM concepts and terminology</li> <li>• Airspace structures</li> <li>• Technical equipment in ATC</li> <li>• Ground-ground and air-ground communications</li> <li>• Ground- and Space based navigation systems</li> <li>• Primary and secondary surveillance</li> </ul>		
Semester of studies	5 <sup>th</sup> semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	5		
Total workload (per elective)	150 h	Contact time	45
		Self-study time	105
Module type (compulsory, optional, etc.)	Elective Module		
Applicability of the module for other courses of study	Air Traffic Management – dual (B.Sc.) Aviation Management and Piloting – dual (B.Sc.): Wahlpflichtmodule		
Prerequisites	Completion of BAA 13 Introduction to Aviation Management is recommended		
Module co-ordinator	Prof. Dr. Karsten Benz		
Module lecturer(s)	Prof. Dr. Karsten Benz, Jörg Buxbaum (DFS)		
Instruction language	English		
Examination type / requirements for assigning credit points	E-examination (value: 100%)		
Duration of examination	120 min		



Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	2,58%
Teaching and learning methods	The course is taught through lectures explaining the basic principles and theory of the discipline. Exercises are focused on practical topics presented in lectures.
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	Excursion: <ul style="list-style-type: none"> <li>• DFS Campus Langen (LIZ, Academy, Research Center)</li> </ul>
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> <li>• Nolan, Michael S. (2010) Fundamentals of Air Traffic Control, 5 ed., Delmar</li> <li>• Marina Efthymiou (ed.) (2023) Air Traffic Management Principles, Performance, Markets</li> <li>• Margaret Arblaster (2018) Air traffic management : Economics, regulation and governance</li> </ul> <p>Literature recommendations are adapted and customised by the lecturer</p>

<b>Professional Airport Management</b>			
Modul-Nr./ Code	BAA 52-55 (BAA 5703)		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	Professional Airport Management		
Trained competencies	Professional Skills Methodological Competence		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> <li>• describe the typical operations of airports from a management perspective,</li> <li>• identify the economic, political and social role of airports,</li> <li>• use operational knowledge according to international standards,</li> <li>• identify and discuss the impact of airport marketing,</li> <li>• appraise airport master planning,</li> <li>• support airport performance, efficiency, capacity, and delay.</li> </ul>		
Syllabus plan	<ul style="list-style-type: none"> <li>• General Airport Management</li> <li>• Terminal Management</li> <li>• Ramp Management</li> <li>• Airport Marketing and Sales</li> <li>• Hub Operations and Performance Management</li> </ul>		
Semester of studies	5 <sup>th</sup> semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	5		
Total workload (per elective)	150 h	Contact time	45
		Self-study time	105
Module type (compulsory, optional, etc.)	Elective Module		
Applicability of the module for other courses of study	Aviation Management and Piloting – dual (B.Sc.): Wahlpflichtmodule		
Prerequisites	Completion of BAA 33 Airport Management is recommended		
Module co-ordinator	Prof. Dr. Richard Klophaus		
Module lecturer(s)	Michael Gassner (Stuttgart Airport), Marcel Schütz (Airport Memmingen), Tobias Pinzl (Fraport)		
Instruction language	English		
Examination type / requirements for assigning credit points	E-examination (value: 100%)		
Duration of examination	120 min		
Examination graded / not graded	graded		
Weighting of the mark within the cumulative grade	2,58%		
Teaching and learning methods	The course is taught through lectures explaining the advanced principles and theory of the discipline. Exercises are focused on practical topics presented in lectures.		

Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	Class room experience will be enhanced by field trips and guest lectures
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> <li>• Graham A. (2103) Managing Airports - An International Perspective, 4 ed., Routledge</li> <li>• Literature recommendations are adapted and customised by lecturer</li> </ul>

<b>Professional Air Cargo and Logistics Management</b>			
Modul-Nr./ Code	BAA 52-55 (BAA 5704)		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	Professional Air Cargo and Logistics Management		
Trained competencies	Professional Skills Methodological Competence		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> <li>• understand and explain differences between major air cargo business models (traditional air cargo, air mail, Integrator / express shipments),</li> <li>• analyse and evaluate latest opportunities and challenges in the air cargo industry,</li> <li>• explain and discuss the potential impact of political, economic, social and technological developments on the air cargo and logistics industry,</li> <li>• develop own ideas on how to optimise global logistics networks in terms of sustainability, efficiency and financial impact.</li> </ul>		
Syllabus plan	<ul style="list-style-type: none"> <li>• Global Supply Chains and Supply Chain resilience</li> <li>• Major players in the air cargo industry</li> <li>• Supply and demand characteristics</li> <li>• Business models in the air cargo industry and their future evolution</li> <li>• Current opportunities and challenges at freight forwarders, cargo airlines and integrators</li> <li>• Freight operations and logistics planning processes (e.g. pricing, revenue management, ground handling, sorting etc.).</li> </ul>		
Semester of studies	5 <sup>th</sup> semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	5		
Total workload (per elective)	150 h	Contact time	45
		Self-study time	105
Module type (compulsory, optional, etc.)	Elective Module		
Applicability of the module for other courses of study	Aviation Management and Piloting – dual (B.Sc.): Wahlpflichtmodule		
Prerequisites	Completion of BAA 40 “Air Cargo and Logistics Management” is recommended.		
Module co-ordinator	Prof. Dr. Erik Hemmer		
Module lecturer(s)	Various		
Instruction language	English		
Examination type / requirements for assigning credit points	Final written examination (100%)		
Duration of examination	120 min		

Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	2,58%
Teaching and learning methods	The course is taught through lectures explaining the advanced principles and theory of the discipline. Exercises are focused on practical topics presented in lectures.
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	Class room experience will be enhanced by field trips and guest lectures
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> <li>• Morrell, Peter S.: Moving boxes by air, Ashgate.</li> <li>• Mangan, J., Lalwani, C.; Butcher, T.; Javadpour, R.: Global Logistics and Supply Chain Management</li> <li>• Chopra, S., Meindl, P.: Supply Chain Management: Strategy, Planning, and Operation, Prentice Hall.</li> </ul> <p>Literature recommendations are adapted and customised by lecturer</p>

<b>Business Travel Management</b>			
Modul-Nr./ Code	BAA 52-55 (BAA 5705)		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	Business Travel Management		
Trained competencies	Professional Skills Methodological Competence Self-competence		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> <li>• explain the elements of business travel management,</li> <li>• analyse and evaluate processes and functions in business travel management including different organisational set-ups,</li> <li>• identify relationships and dependencies to other business functions,</li> <li>• make decisions assigned to travel managers.</li> </ul>		
Syllabus plan	<ul style="list-style-type: none"> <li>• Benefits and characteristics of Business Travel</li> <li>• Requirements of Business Travellers</li> <li>• Business Travel Management Process and Roles</li> <li>• Organisational and technological issues</li> <li>• Suppliers and procurement of services</li> <li>• Suppliers of business travel management services and systems</li> </ul>		
Semester of studies	5 <sup>th</sup> semester		
Module duration	1 semester		
Semester hours per week	3		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	33,75 h
		Self-study time	116,25 h
Module type (compulsory, optional, etc.)	Elective Module		
Applicability of the module for other courses of study	None		
Prerequisites	None		
Module co-ordinator	Prof. Dr. Matthias Viehmann		
Module lecturer(s)	Prof. Dr. Tobias Ehlen, Prof. Dr. Matthias Viehmann		
Instruction language	English		
Examination type / requirements for assigning credit points	E-examination (value: 100%)		
Duration of examination	90 min		
Examination graded / not graded	graded		
Weighting of the mark within the cumulative grade	2,58%		
Teaching and learning methods	Lectures and tutorials, discussions, reading, script		
Special characteristics of the module (e.g. online teaching and	Guest lectures		

coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> <li>• Davidson, Cope (2003): Business Travel: Conferences, Incentive Travel, Exhibitions, Corporate Hospitality and Corporate Travel</li> <li>• Schaeffer (2015): Travel and Entertainment Best Practices</li> </ul>

<b>Advanced Analytics</b>			
Modul-Nr./ Code	BAA 52-55 (BAA 5706)		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	Advanced Analytics		
Trained competencies	Professional Skills Methodological Competence Social Skills Self-competence		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> <li>• use the statistical software R for business analytics, e.g. to read, summarise and visualise data to support (better) business decisions</li> <li>• apply and evaluate different classification algorithms with real-life aviation data</li> <li>• apply and evaluate different clustering algorithms with real-life aviation data</li> <li>• apply and evaluate time-series forecasting</li> <li>• structure, model and solve different optimisation problems and understand the difference between global and local optima</li> </ul>		
Syllabus plan	<ul style="list-style-type: none"> <li>• Introduction to R statistical software</li> <li>• Supervised Learning, e.g. decision and regression trees, k-Nearest Neighbors and Naïve Bayes</li> <li>• Unsupervised Learning, e.g. k-means clustering</li> <li>• Forecasting with Time Series Data</li> <li>• Standard Operations Research techniques, e.g. linear and mixed-integer programming, non-linear optimisation, heuristics</li> </ul>		
Semester of studies	5 <sup>th</sup> semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	5		
Total workload (per elective)	150 h	Contact time	45
		Self-study time	105
Module type (compulsory, optional, etc.)	Elective Module		
Applicability of the module for other courses of study	None		
Prerequisites	Completion of BAA 43 Aviation Analytics is recommended		
Module co-ordinator	Prof. Dr. Matthias Viehmann		
Module lecturer(s)	Prof. Dr. Erik Hemmer, Prof. Dr. Tobias Grosche, Prof. Dr. Matthias Viehmann		
Instruction language	English		



Examination type / requirements for assigning credit points	Final written / computer-based examination (value: 100%) or project work (value: 100%)
Duration of examination	Final examination (120 min) or project work (10 pages)
Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	2,58%
Teaching and learning methods	Lectures and tutorials, discussions, reading
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	Guest lectures
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> <li>• Jaggia, Kelly, Lertwachara, Chen (2021): Business Analytics – Communicating with Numbers, McGraw-Hill Education, New York, NY (ISBN 978-1-260-57601-6)</li> <li>• Weinberg, Harel, Abramowitz (2020): Statistics Using R, Cambridge University Press, Cambridge (ISBN 978-1-108-71914-8)</li> <li>• Hillier and Lieberman (2021): Introduction to Operations Research, McGraw-Hill Education, New York, NY (ISBN 978-1-259-87299-0)</li> <li>• Hichert and Faisst (2022): International Business Communication Standards, Hilden (ISBN 978-3982141428)</li> </ul>

<b>Advanced Air Mobility</b>			
Modul-Nr./ Code	BAA 52-55 (BAA 5707)		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	Advanced Air Mobility		
Trained competencies	Professional Skills Methodological Competence		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> <li>• describe different areas in AAM,</li> <li>• identify different challenges and success factors of AAM,</li> <li>• state basic knowledge of development and (successful) implementation of AAM,</li> <li>• describe connections between “legacy” and “advanced” Air Mobility.</li> </ul>		
Syllabus plan	<p>Fundamentals of Advanced Air Mobility within the aviation system. Introduction to (future) functional areas, processes, themes and issues:</p> <ul style="list-style-type: none"> <li>• Vision for Advanced Air Mobility</li> <li>• Markets, Customers and Use Cases for AAM</li> <li>• Technologies and Standards for Operation</li> <li>• Barriers in Regulation, Scalability and Public Acceptance</li> <li>• Integration into Air Traffic Management Systems</li> <li>• Safety, Security and Contingency Management</li> <li>• Public-Private Cooperation and Urban Air Mobility Systems</li> </ul>		
Semester of studies	5 <sup>th</sup> semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	5		
Total workload (per elective)	150 h	Contact time	45
		Self-study time	105
Module type (compulsory, optional, etc.)	Elective Module		
Applicability of the module for other courses of study	Aviation Management and Piloting – dual (B.Sc.): Wahlpflichtmodule		
Prerequisites	Completion of BAA 13 Introduction to Aviation Management is recommended		
Module co-ordinator	Prof. Dr. Karsten Benz		
Module lecturer(s)	Prof. Dr. Karsten Benz		
Instruction language	English		
Examination type / requirements for assigning credit points	Final written examination (value: 100%)		
Duration of examination	120 min		
Examination graded / not graded	graded		

Weighting of the mark within the cumulative grade	2,58%
Teaching and learning methods	The course is taught through lectures explaining the principles and current research of the discipline. (Group) Exercises are focused on current topics presented in lectures.
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	Guest lectures
Literature (compulsory reading / additional recommended literature)	Literature recommendations are adapted and customised by the lecturer

International and Digital Marketing			
Modul-Nr./ Code	BAA 52-55 (BAA 5708)		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	International and Digital Marketing		
Trained competencies	Professional Skills Methodological Competence		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> <li>• explain the eco-system for a successful international and digital marketing based on e.g. economic, social, cultural and political circumstances,</li> <li>• describe the basics for a company “going international”,</li> <li>• differentiate and evaluate alternative concepts of importing, exporting and sourcing,</li> <li>• analyse market entry strategies of different global / national companies,</li> <li>• describe and discuss international and digitised marketing techniques like market segmentation, targeting and positioning,</li> <li>• explain and reflect on various elements of the international marketing mix and the related implementation concepts,</li> <li>• apply international marketing techniques to case studies presented in the lectures.</li> </ul>		
Syllabus plan	<p>Environment for International and Digital Marketing</p> <ul style="list-style-type: none"> <li>• Economic</li> <li>• Trade</li> <li>• Social &amp; Cultural</li> <li>• Political, Legal and Regulatory</li> </ul> <p>Approaching International Markets</p> <ul style="list-style-type: none"> <li>• Information Systems and Market Research</li> <li>• Segmentation, Targeting and Positioning</li> <li>• Importing, Exporting, Sourcing</li> <li>• Market Entry Strategies</li> </ul> <p>International Marketing Mix</p> <ul style="list-style-type: none"> <li>• Brand and Product Decisions</li> <li>• Pricing</li> <li>• Channels and Distribution</li> <li>• Communication</li> </ul> <p>Digitisation of Marketing</p>		
Semester of studies	5 <sup>th</sup> semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	5		
Total workload (per elective)	150 h	Contact time	45
		Self-study time	105

Module type (compulsory, optional, etc.)	Elective Module
Applicability of the module for other courses of study	Aviation Management and Piloting – dual (B.Sc.): Wahlpflichtmodule
Prerequisites	
Module co-ordinator	Prof. Dr. Karsten Benz
Module lecturer(s)	Prof. Dr. Karsten Benz
Instruction language	English
Examination type / requirements for assigning credit points	Final written examination (value: 100%)
Duration of examination	120 min
Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	2,58%
Teaching and learning methods	The course is taught through lectures explaining the principles and current research of the discipline. (Group) Exercises are focused on current topics presented in lectures.
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	Guest lectures
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> <li>• Alon, I; Jaffe, E.; Prange, C.; Vianelli, D.: Global Marketing: Strategy, Practice, and Cases; 2020</li> <li>• Hollensen, S.: Global Marketing; 2020</li> <li>• Green, M.C.; Keegan, W.J.: Global Marketing; 2019</li> </ul>

<b>Project Management and New Working Methods</b> <i>A detailed module description will follow before the elective subject is offered for the first time.</i>			
Modul-Nr./ Code	BAA 52-55 (BAA 5709)		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	Project Management and New Working Methods		
Trained competencies			
Intended learning outcomes of the module	On successful completion of this module, students shall be able to <ul style="list-style-type: none"> <li>• XX</li> <li>• XX</li> </ul>		
Syllabus plan			
Semester of studies	5 <sup>th</sup> semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	5		
Total workload (per elective)	150 h	Contact time	45
		Self-study time	105
Module type (compulsory, optional, etc.)	Elective Module		
Applicability of the module for other courses of study	Aviation Management and Piloting – dual (B.Sc.): Wahlpflichtmodule		
Prerequisites			
Module co-ordinator			
Module lecturer(s)			
Instruction language	English		
Examination type / requirements for assigning credit points			
Duration of examination			
Examination graded / not graded	graded		
Weighting of the mark within the cumulative grade	2,58%		
Teaching and learning methods			
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)			
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> <li>•</li> </ul>		

<b>Management in Practice 4 – Advanced Management in Practice</b>			
Modul-Nr./ Code	BAA 60		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	BAA 601 Advanced Management in Practice – Professional Work BAA 602 Advanced Management in Practice – Report		
Trained competencies	Professional Skills Methodological Competence Social Skills Self-competence		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> <li>• execute the knowledge acquired in their studies and previous internships and reflect it in the context of their practical experience,</li> <li>• relate the contents of their studies to the practical aspects of aviation management,</li> <li>• analyse and interpret business situations and select adequate management tools,</li> <li>• solve complex problems of the aviation industry.</li> </ul>		
Syllabus plan	<p>The internships must include activities in the commercial sector and/or the aviation industry.</p> <p>Supervised practical training with co-operating companies in a work environment consistent with the chosen specialisation structured as an integral part of the course of study.</p> <p>Contrary to previous practical modules BAA25, BAA 32 and BAA 41, the content of this practical module is mainly defined through the students' clear definition of their own professional goals, the subsequent assessment of potential traineeship task descriptions and their resulting deployment.</p> <p>Human problems in administration including the analyses of individual, group, and inter-group relations under a broad range of organisational settings.</p>		
Semester of studies	6 <sup>th</sup> semester		
Module duration	1 semester		
Semester hours per week	0		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	32 (Professional Work 28 CP, Report 4 CP)		
Total workload	960 h	Contact time	0 h
		Self-study time	960 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	None		
Prerequisites	None		

Module co-ordinator	Prof. Dr. Richard Klophaus
Module lecturer(s)	Prof. Dr. Richard Klophaus
Instruction language	English
Examination type / requirements for assigning credit points	Written project report + internship certificate
Duration of examination	Project report: Total of 10-20 pages (main text, without title page, references, glossary or appendix).
Examination graded / not graded	BAA 601 not graded/ BAA 602 graded
Weighting of the mark within the cumulative grade	2,06%
Teaching and learning methods	Practical training, Mentoring and supervision
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	23 weeks full-time (incl. recommended recreation time of 10 working days)
Literature (compulsory reading / additional recommended literature)	



<b>Management Simulation Game</b>			
Modul-Nr./ Code	BAA 70		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	Management Simulation Game		
Trained competencies	Professional Skills Methodological Competence Social Skills Self-competence		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> <li>• use concepts and methods used in aviation management,</li> <li>• execute and evaluate web-based airline operations,</li> <li>• solve problems in the area of study by analysing quarterly reports of their airline,</li> <li>• compare relevant data from disparate sources and judge on base of business reports,</li> <li>• argue within the teams and with other teams,</li> <li>• organise effective time, self and stress management techniques.</li> </ul>		
Syllabus plan	<p>Supervised business simulation game, web based as "Airline Online Simulation".</p> <p>Students are assigned to teams. In team sessions they develop business decisions. In web-based review meetings they present and discuss their decisions with lead instructor (Business Plan and Weekly Reports). Experiences are shared in class session on the end of the course (Press Conference).</p> <p>The firm's products, markets, competition, financial structure, sales volumes, management, employees and other factors affecting the firm's success are analysed.</p>		
Semester of studies	7 <sup>th</sup> semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	8		
Total workload	240 h	Contact time	45 h
		Self-study time	195 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	Aviation Management and Piloting – dual (B.Sc.)		
Prerequisites	None		
Module co-ordinator	Prof. Dr. Matthias Viehmann		
Module lecturer(s)	Prof. Dr. Matthias Viehmann		
Instruction language	English		

Examination type / requirements for assigning credit points	Final presentation (100%)
Duration of examination	Presentation: 15 min
Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	4,12%
Teaching and learning methods	Group work, presentations and discussions in class, mentoring and supervision
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	realistic field situation in web-based operating an airline
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> <li>• Abdelghany Ahmed &amp; Khaled: Airline network planning and scheduling, Hoboken 2019</li> <li>• Ambrose Scott: Fundamentals of airline marketing, New York 2021</li> <li>• Belobaba Peter P.: The Global Airline Industry, 2<sup>nd</sup> ed., New York 2016</li> <li>• Bitzan John D., Peoples James H.: Airline Efficiency, Bingley 2016</li> <li>• Cramer Curt, Thams Andreas: Airline revenue Management, 1<sup>st</sup> ed., Wiesbaden 2021</li> <li>• Gross Sven, Schröder Alexander: Handbook of low cost airlines: strategies, business processes and market environment, 2<sup>nd</sup> ed., Elmshorn 2016</li> <li>• Heshmati Almas: Efficiency and Competitiveness of International Airlines, Singapore 2016</li> <li>• Hughes Victor: Airline management finance, New York 2020</li> <li>• Morrell Peter S.: Airline Finance, 5<sup>th</sup> ed., Eldershot 2021</li> <li>• Sheehan John J.: Business and corporate aviation management, 2<sup>nd</sup> ed., New York 2013</li> <li>• Simulate (Editor): Airline Online User Guide v9.7, Sydney 03/2022</li> <li>• Taneja Nawal K: Re-platforming the Airline business, New York 2019</li> <li>• Vinod Ben: The Evolution of Yield Management in the Airline Industry, 1<sup>st</sup> ed., Cham 2021</li> </ul>

<b>Seminar Aviation Management 2</b>			
Modul-Nr./ Code	BAA 71		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	Seminar Aviation Management 2		
Trained competencies	Professional Skills Methodological Competence		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> <li>• transfer and adapt concepts and methods used in aviation management in the context of own research questions,</li> <li>• solve problems in the area of study by applying appropriate research methods,</li> <li>• develop effective time, self and stress management,</li> <li>• write a seminar paper in line with commonly accepted scientific standards,</li> <li>• prepare and present a structured presentation,</li> <li>• discuss specialised topics in aviation management,</li> <li>• assess the content of other students' seminar papers,</li> <li>• use specialised business terms, definitions and descriptions of problems in various situations.</li> </ul>		
Syllabus plan	Fundamentals of scientific work. Selection of a suitable research topic. Development of research questions and hypotheses. Working out a topic as a paper. Development of a peer review document. Preparation of presentation slides.		
Semester of studies	7 <sup>th</sup> semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	8		
Total workload	240 h	Contact time	45 h
		Self-study time	195 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	Aviation Management and Piloting – dual (B.Sc.) Air Traffic Management – dual (B.Sc.)		
Prerequisites	Completion of BAA 13 Introduction to Aviation Management and BAA 20 Research Methods, Presentation and Soft Skills is recommended		
Module co-ordinator	Prof. Dr. Richard Klopheus		
Module lecturer(s)	Prof. Dr. Karsten Benz, Prof. Dr. Christoph Klingenberg		
Instruction language	English		
Examination type / requirements for assigning credit points	Seminar paper (60%), class presentation (25%), peer review (15%) and class attendance of at least 80%		
Duration of examination	Seminar paper: 25 pages main text (text only), presentation 20 min + at least 5 min discussion, oral peer review based on a written report (5-10 minutes, 2-3 critical questions, written report of 2 pages)		
Examination graded / not graded	graded		

Weighting of the mark within the cumulative grade	4,12%
Teaching and learning methods	Seminar type class including written assignment, presentation, peer review, discussions, reading, mentoring and supervision
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	See instructor

<b>Bachelor's thesis</b>			
Modul-Nr./ Code	BAA 72		
Course of studies	Aviation Management (B.A.) Aviation Management – dual (B.A.)		
Courses of the module	Bachelor's thesis		
Trained competencies	Professional Skills Methodological Competence		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> <li>• organise an independent, systematic and clear treatment of a certain topic,</li> <li>• independently identify and analyse relevant problems,</li> <li>• solve a practical problem by a systematic use of an appropriate choice of theory and methodologies,</li> <li>• independently acquire and handle academic knowledge through independent studies of relevant literature, and</li> <li>• cultivate the ability to evaluate and briefly account for the central elements in a large literature base.</li> </ul>		
Syllabus plan	<p>Students perform a special, directed study in an area of interest. Candidates prepare a detailed proposal for the desired topic and present the proposal to the academic supervisor (and if available to the partnering company) for review.</p> <p>The bachelor's thesis is a written document on an aviation but also tourism and travel management topic supervised throughout its preparation by the student's Thesis Committee. The thesis demonstrates the student's mastery of the topic.</p>		
Semester of studies	7 <sup>th</sup> semester		
Module duration	1 semester		
Semester hours per week	0		
Frequency of the module offer	Winter/Summer semester		
Amount of assigned credit points	12		
Total workload	360 h	Contact time	0 h
		Self-study time	360 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	None		
Prerequisites	<p>Completion of BAA 71 Elective Seminar Aviation Management is recommended</p> <p>At least 135 CP of all modules.</p>		
Module co-ordinator	Prof. Dr. Richard Klophaus		
Module lecturer(s)	various		
Instruction language	English		
Examination type / requirements for assigning credit points	Thesis		
Duration of examination	Thesis: 45-55 pages (text only)		
Examination graded / not graded	graded		

Weighting of the mark within the cumulative grade	12,37%
Teaching and learning methods	Mentoring and supervision
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	See instructor